

# 2012 Branson Adopted Budget







## CITY OF BRANSON

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Honorable Mayor and Board of Aldermen:

I am proud to have the opportunity to present the 2012 Fiscal Year Budget for the City of Branson totaling \$67 million. The 2012 budget fully funds all of the essential services that make Branson a great city in which to live, work, and entertain the millions of visitors that select our community as their vacation destination. Branson continues to remain a vital and flourishing city with a bright future. The 2012 budget is the culmination of a great deal of hard work that was put forth to achieve the best end result. Although the national economy continues to recover, managing the budget this past year has been a challenge. The City of Branson's financial condition remains stable compared to a considerable number of cities across our nation. While the overall 2011 fiscal year revenues were slightly up, we will be keeping a close watch on revenues and expenditures throughout the 2012 fiscal year.

Fiscal year 2011 brought about some major accomplishments for the City of Branson through careful planning and keeping a close eye on expenditures. The following are a few of the accomplishments from FY2011:

- In cooperation with the Missouri Department of Transportation (MoDOT), the new Taneycomo Bridge was completed in December, 2010. In late November 2011, the restored historic bridge reopened and traffic is now flowing smoothly. Drivers are finding the roundabout on the Hollister side easy to navigate, with northbound traffic on the new bridge going onto Branson Landing Boulevard, and traffic from the historic bridge going onto Business 65.
- Another project with MoDOT was the new Highway 65 and 248 "diverging diamond" interchange, which finally opened in November 2011. This project had been on the drawing board for quite some time, and will be major asset towards solving traffic tie-ups on Highway 248 as well as for tourists and residents approaching Branson from the north.
- In 2011, the City of Branson welcomed new directors in four departments. Finance, Fire, Human Resources, and Police all had changes in their leadership with a smooth transition in every department.
- The Utility Department has been making a coordinated effort to change out expired meters. Meters' precision starts slowing down as they age. In 2011, 303 of the city's two inch meters were changed out, which has increased the accuracy of the meters by about 56,000,000 gallons. In 2012, 157 two, three, four and six inch meters are set to be changed out.
- The Branson City Hall and the Branson Convention Center underwent lighting change outs which will result in monetary savings of 13.2% with a KWH reduction of 13.9%. Workers installed new light bulbs plus movement and sound sensors in both buildings to ensure that lights will turn off within 10 minutes after people leave a room. New thermostats have been installed and the heating/air conditioning system reconditioned.

"The city will encourage the quality growth of a healthy, wholesome, clean environment in which people live, work and visit."

- In 2011, the City implemented a Health & Wellness Incentive Program and a Non-Tobacco Usage Incentive Program. Studies show that programs which promote health and wellness are a positive way to have healthier employees and ultimately lower healthcare costs. Less than 2% of the City's employees chose not to participate in the Health & Wellness Incentive Program and approximately 6% chose not to participate in the Non-Tobacco Usage Incentive Program.
- The City of Branson initiated an advanced refunding of the 2003A bond in 2011. This advanced refunding will result in a savings of more than \$2 million in debt service.
- The City Sustainability Council, representing all departments, continued to provide a leadership role in accommodating green initiatives which benefit both the city and the environment. Some of the initiatives include switching to hand dryers at all park facilities, adding the first hybrid vehicle to the city fleet, and the recycling of pavement milling to repair city asphalt areas.

I continue holding monthly Manager's meetings for all employees. These meetings have proven to be a most useful tool in keeping employees informed. Sharing information, good or bad; giving employees an opportunity to participate in a question and answer segment; and honoring employees with employee of the month and service awards are a part of the informal meetings. Included in the Fiscal Year 2012 is a follow-up employee survey to gauge our success in maintaining and improving staff morale. The first employee survey was done in 2009. Also included in the 2012 budget, are business and community surveys which are a follow-up to the 2008 surveys.

The general and transportation sales tax revenues were slightly above the budgeted projections while the tourism tax collections fell below projections. We will continue to manage the city operations and services in a prudent manner, and closely monitor expenditures in 2012. The major stress factors come from outside pressures that require our Board, Mayor, myself, and staff to examine a great deal of information and determine the best way to move forward and handle these situations in a manner that is in the best interest of the City of Branson. Continuing in 2011, we felt the effects of financial agreements such as the Branson Landing and Branson Hills tax increment financing agreements; the management agreement with Hilton for the convention center; the Branson Airport pay-for-performance agreement; as well as the refunds to various theatres resulting from the "Music City" lawsuit decision. All of the agreement obligations were met in 2011 and will be closely monitored in 2012.

Two major planning efforts occurred simultaneously in 2010 to determine planning for the future in uncertain times. An extensive public outreach process was conducted as part of our Community Plan 2030. This effort successfully gathered input from over 2,000 of the business owners, community leaders, and front-line workers in our community. The process continued in 2011 to establish realistic goals that represent the desired future of our citizens, and will be approved in early 2012. The second effort was internal Strategic Planning which brought together the goals of our elected officials and each City of Branson department in a way that is both measurable and motivational. This detailed work continued in 2011 and you will find the Strategic Plan included in the 2012 Budget Book.

By using various predictors, Branson has been able to be proactive in looking at the future. Several trending models were developed in 2011 that enabled us to look at capital, revenue, debt service, and other areas not only for 2011, but future years as well. These are important tools in helping to predict and see future trends, as well as being able to foresee any problem areas, and allowing us to plan ahead.

The Board has set a code on the level of unreserved fund balance that should be maintained in the general fund, water & sewer fund, and parks fund. This code sets a 20% unreserved fund balance. However for Fiscal Year 2012 the unreserved fund balance will be maintained at 28.5%. Government Finance Officers Association (GFOA) recommends that general-purpose governments maintain an unreserved fund balance of no less than one to two months of regular general fund operating expenditures which would be between 8.3% and 16.7%. The City of Branson unreserved fund balance far exceeds the GFOA recommendation.

Continuing to keep the lines of communication open between the Board of Aldermen and administration on budget matters is a priority again in 2012. Monthly reports will continue to be given to the Board's Finance Committee and the Board of Aldermen on expenditures and revenues to mitigate future budget problems.

I would like to thank all of the city directors in cooperating with this year's budget process and for supporting its preparation. I would also like to express my continuing appreciation to the Mayor and Board of Aldermen for their leadership, visionary outlook and unwavering support.



Dean Kruithof  
City Administrator

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## **Branson Profile**

Situated in the heart of the beautiful Ozark Mountains, the City of Branson (2010 population 10,520) is located in southwest Missouri, only 35 miles south of Springfield, the third largest city in Missouri. Branson is surrounded by three prize winning fishing and recreational lakes; consists of 20.85 square miles; and plays host to nearly 8 million visitors a year. Branson has become the focus of international attention as both a major development area and an entertainment and tourism mecca. The scenic natural beauty of the region, the star studded theaters with their line-up of shows for all ages, world class shopping opportunities, lake activities and other family oriented entertainment offerings are among the numerous reasons Branson is so popular.

In 2012, Branson celebrates 100 years and will be enjoying unique and spectacular celebrations of Branson – a Story of Heritage, Harmony and Hospitality. “100 Days with 100 Ways to Celebrate!” will be held April 1 through July 9, 2012.

## **Tourism**

Situated within an 8-hour drive for 33% of the U.S. population, Branson and the Tri-Lakes area host nearly eight million visitors annually who pump over a billion dollars into the local economy. With five “seasons”, visitors can come in January-February for Hot Winter Fun. March through May flourishes during Ozark Mountain Spring, with beautiful dogwoods, redbuds and wildflowers in bloom. Spring break is a great time to take advantage of the shows and attractions in Branson. Summer months are a favorite for the lake enthusiasts. In September and October the Ozarks abound with gorgeous fall color, craft festivals, and several different music festivals. Ozark Mountain Christmas begins November 1 each year, and the Branson/Lakes Area transforms into a magical winter wonderland.

Branson has long been proud to honor the veterans who have served our country. November 5th – 11th in Branson is the largest homecoming celebration in the nation, with many events scheduled and culminating with a Veteran’s Day Parade. Many theatres ring in the New Year with festive New Year’s Eve shows, food, balloon drops, pyrotechnics, and fun for all. As you can tell, Branson is becoming a year-round destination.

Branson has been a “rubber tire” destination with the vast majority of tourists arriving by vehicles, RV’s and tour buses. Branson has consistently been voted a top motor coach destination by the American Bus Association (ABA). However, with the opening of the Branson Airport in 2009, more visitors are now flying into the area each year.

A survey of the American Society of Travel Agents (ASTA) ranked Branson the “number one up and coming most-booked destination for travel agents”.

A geographical profile of Branson visitors shows the following:

Come from a radius of 100 miles or less	20.4%
-Radius of 100 to 300 miles	25.0%
-Radius of over 300 miles	54.6%
Average distance traveled	395 miles

With the growth in tourism and the related construction activity, tax revenues of the city, particularly sales tax revenues, greatly increased. The city's infrastructure was also strained with the tourism growth. Financed 100% by the increased revenues from sales and tourism tax, this pressure has resulted in significant infrastructure improvements over recent years.

The following table sets forth the estimated number of restaurant seats, theater seats, lodging rooms and the number of hotels and motels located in the city as of January 2002-2011.

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Restaurant/Dinner Theater Seats	34,244	34,494	35,056	35,266	38,018	38,813	36,325	28,824	28,824	26,256
Theater Seats	56,797	56,228	55,967	57,623	60,317	59,757	50,046	41,209	46,624	44,201
Lodging Rooms	17,427	17,686	17,849	17,904	18,578	18,808	16,260	16,000	14,394	13,649
Hotels/Motels	198	200	201	205	208	207	168	168	147	140

### Area Theaters

Often called America's Live Entertainment Capital, Branson resounds with the best of American music. The variety of music includes everything from country/bluegrass to Broadway. There's also hilarious comedy, world-famous magicians, Irish tenors, and a variety of options sure to please everyone. Music from nearly every era and style is performed in Branson. A successful family vacation destination for many years, the music industry's rapid expansion in the past decade has launched the community into world-class tourism. It's been called a phenomenon. Many shows and attractions have been celebrating milestone years. Silver Dollar City launched its 50<sup>th</sup> year in 2010, celebrating with a year-long party and celebration, *Take Time to Celebrate*. The longest-running outdoor drama in the world, *"The Shepherd of the Hills"*, also celebrated their 50<sup>th</sup> birthday in 2010.

The Branson area is home to 50 music theaters ranging in size from 50 seats to approximately 3,000. It is not unusual to find that most theaters host from one to three different shows daily. Offering live entertainment from early morning until late evening, collectively, they host more than 100 shows. Several of the widely known performers who came to this area are now permanent residents and actively involved in the community. These performers have helped to draw recognition to the immense pool of talent in all of Branson's theaters. Together, they create a diversity and balance to suit every musical and entertainment taste.

The 2,000 seat Sight & Sound Theatre opened in 2008. This amazing theatre has a 4 story high, 300 foot stage that sits 180 degrees around the audience. After a four-year run of *"Noah, The Musical"*, they will open 2012 with the inaugural run of *"Joseph"*. With a cast of over 50 performers, *The Legend of Kung Fu*, appears at the White House Theatre, and gives guests an opportunity to learn the history of the ancient art of Kung Fu. In a theatrical setting, this show combines martial arts with the elegance of Cirque acrobatics.

The family business of "show business" certainly abounds in Branson. Three generations performing together nightly on stage can be seen at both the Baldknobbers and the Presley's. The Haygoods, SIX, The Hughes Brothers, The Duttons, The Lennon Sisters, The Gatlin Brothers, The Brett Family, Circle B Dinner Theatre, Doug Gabriel, Jim Stafford, Shoji Tabuchi and other shows feature family members performing together. It is easy to see why Branson is known for its' strong family values.



**Family Attractions**

Branson offers many family attractions where you can spend as much time as you like. The Titanic Museum is open all year and offers many special events, including hosting the 2012 National Ice Carving Competition in February. Silver Dollar City, a 1880's theme park has grown from its' beginning in 1960 into a multi-million dollar entertainment complex offering thrill rides, crafters, shopping, restaurants, and entertainment from open to close. They also host six themed festivals each year. The outdoor pageant "Shepherd of the Hills", based on the best-selling novel by Harold Bell Wright is the longest-running outdoor drama in the world and boasts a cast of more than 80 actors.

If you enjoy museums, you have many choices in Branson. From Bonniebrook Historical Society Museum, housing Rose O'Neill's Kewpie dolls, the Hollywood Wax Museum, Ripley's Believe It or Not!, the Veterans Memorial Museum, with more than 2,000 exhibits, to the Gone With The Wind Museum located in downtown Branson, you will have ample opportunity to browse through a variety of museums offered in Branson.

The Branson RecPlex opened in 2005, and the city now has the facilities to host regional, state and national events. Branson hosted its third AAU national tournament in 2010, and they are continually working to attract other tournaments and events. The facility is very popular with both local residents and visitors participating in or attending these sporting events. Branson has proven to be an ideal location, with great facilities and many amenities. Special events are also held at the RecPlex, much to the delight of young and old alike. The Thanksgiving Shootout, a parent and child basketball shooting contest and Breakfast with Santa are always very popular.

Three big lakes—Table Rock, Taneycomo and Bull Shoals—offer some of the finest fishing in the nation and any freshwater activity you can imagine. You can enjoy boating, swimming, skiing, sailing, sunning, scuba diving, parasailing and sightseeing. Several excursion boats cruise the lakes providing passengers with lunch, dinner or sightseeing.

**Golf**

More than a dozen golf courses are currently open in the Branson/Lakes Area. Golfing is one of the fastest-growing interests of vacationers who can enjoy their favorite sport on a choice of courses within just a few miles of each other. Branson Creek was named a "Top 100 in America" by Golf Digest, and the newest course, the Payne Stewart Golf Club and is named for the late, great golf pro Payne Stewart. Many courses are open year-round. Country clubs, pro shops, lessons, restaurants, and all amenities are available. Who knows, you may see a familiar famous face or two teeing off on the next fairway, as many of Branson's entertainers enjoy golf and are often seen on local courses.

**Outdoor Activities**

Water sports enthusiasts and fishermen alike enjoy Table Rock Lake. It is a freshwater fisherman's paradise. Fertile waters teeming with an assortment of America's top sport fish like bass and crappie make it the ideal spot for the novice and serious fisherman alike. Table Rock Lake is the scene of many national fishing tournaments. You can also swim, ski, wakeboard, sail, kayak, or scuba dive in the beautiful clear waters of Table Rock.

Lake Taneycomo is equally famous as a cold-water trout waterway, where rainbow and brown trout abound. The Missouri Department of Conservation maintains a fish hatchery near

Table Rock Dam which produces more than 80 percent of the fish released into Lake Taneycomo.

Bull Shoals begins where Taneycomo ends and flows eastward into Arkansas. It offers much of the same recreational opportunity as Table Rock, only a few miles away. It's less densely developed than the Table Rock and Taneycomo areas; however, comfortable resorts and campgrounds are available along its shorelines.

Hikers can enjoy the outdoors on established nature trails that wind through forests and skirt the lakes' shorelines. Spelunking or cave exploration is also available in the area.

Hunters come by the thousands each season for deer, turkey and other game. For people who prefer to see the outdoors from the comfort of their vehicles, all numbered highways offer scenic vistas of the Ozarks.

## **Shopping**

Branson is quickly becoming a shopping destination. Visitors consistently rank shopping among the most popular activities of the area. Shopping venues include Branson Landing with world-class shopping located along the banks of Lake Taneycomo in downtown Branson and the Branson Hills/Branson Shoppes development offering Kohl's, Wal-Mart Super Center, Target, and Home Depot as well as Best Buy, Michael's, and Bed, Bath & Beyond located on the north edge of Branson. Tanger Factory Outlet Mall located right off of Highway 76 and Branson Meadows Mall, on Gretna Road, both offer factory outlet shopping. A thriving downtown district is well-preserved with its' tree-lined brick sidewalks and Victorian lamp posts with hanging baskets of flowers. The history of Branson is well documented throughout with markers. Most visitors to Branson always want to experience the unique experience of visiting Dick's 5 & 10 in downtown Branson. Celebrating their 50<sup>th</sup> Anniversary in 2011, Dick's offers visitors over 50,000 select items and a unique shopping event for all. Specialty stores throughout the city add to the shopping experience in Branson. Shoppers can find contemporary goods and handcrafted items all year round.

## **Lodging and Restaurants**

Today over 13,000 rooms are available in local motels, hotels, bed and breakfasts and condominiums. The current number of lodging facilities, excluding condominiums, is 140 in the city limits. Room rates range from \$22 per night for budget accommodations to \$600 for luxurious suites overlooking Table Rock Lake. Seasonal rates and senior citizen discounts apply at many lodging facilities.

The Branson/Lakes Area also offers approximately 35 RV Parks & Campgrounds. Many offer full-service sites including WiFi and internet access. If you prefer to stay close to the lakes or camp close to the shows, the Branson/Lakes Area has something for everyone.

You won't go hungry in Branson. With an endless variety of restaurants and food establishments from which to choose, visitors' hardest decision is picking just one per meal. There are approximately 180 eating establishments with over 25,953 seats within the city. Cuisines range from home-cooked American to International, buffets to order from the menu, and casual to dressy attire, there is never a reason to not be able to find a restaurant serving what you're hungry for. Bar service is available at some restaurants. Also if you're interested in learning more about wine, Branson offers visitors an opportunity to tour several wineries in the

area. Most of them offer guided tours, tasting galleries, and of course, a shopping opportunity with a chance to take home one or more of your favorite wines.

### **Conference Facilities**

Branson's conference center hotels can easily accommodate any event, from large corporate events and conventions to small meetings (business or family). The Chateau on the Lake conference center with a 302-room hotel is located on the shores of beautiful Table Rock Lake and has the ability to accommodate up to 3,000 delegates. Additional hotels close to the world famous Highway 76 - the Lodge of the Ozarks, the Radisson Hotel, Grand Plaza and Thousand Hills Golf Resort - all offer meeting and conference capacity up to approximately 1,200. Stand-alone facilities, the Tri-Lakes Center and the Keeter Center, offer function space with theatre seating, rooms for smaller meetings and adequate space for trade shows.

The city-owned Branson Convention Center is a 220,000 sq. ft. convention and exhibition complex in conjunction with a convention center hotel all adjacent to the city's waterfront development Branson Landing on Lake Taneycomo in downtown Branson. This venue is ideal for the larger meetings, state and regional association conventions, large trade shows, and public events.

## **Construction Growth**

### **Building Permits**

The city has experienced dramatic growth in tourism and related construction between 1990 and the current year. Reflecting growth in tourist-related accommodations, the following table sets forth the estimated value of residential and commercial building permits issued by the city for the last twelve years.

Year	Estimated Value
2001	41,359,191
2002	60,574,831
2003	61,408,217
2004	76,553,018
2005	171,583,850
2006	215,976,736
2007	121,114,363
2008	101,916,348
2009	53,394,478
2010	27,708,511
2010	27,708,511
2011	26,279,670

Additionally, there have been significant tourist-related construction projects in unincorporated portions of the county during the same twelve-year period. The growth in tourism and related construction has greatly increased the tax revenues of the city, particularly sales tax revenues. However, tourism growth has also placed a significant strain on the city's infrastructure. This pressure has caused the city to take steps to provide infrastructure improvements necessary to accommodate the growth.

## **Sources of Revenue**

The city will finance its General Fund operations through the following sources for 2012:

<b>Source</b>	<b>Estimated Percent</b>
Property Taxes	14.53%
Sales Taxes	59.53%
Gross Utility Tax	5.17%
Leases & Rents	7.39%
Other	13.38%

## **Current Assessed Valuation**

**(Based on a percentage of market value)**

The City's ad valorem tax levy for 2011 is \$0.5394 per \$100 of assessed valuation and the total ad valorem taxes for all taxing districts having jurisdiction over property within the city is \$4.7930 per \$100 of assessed valuation.

Assessed valuation of commercial property is 32% of market value; on residential 19% of market value; and on personal property 33% of market value. In addition, there is a 15% surcharge on all commercial property. Agricultural property is valued based on production at the rate of 12%.

Year	Real Estate	Utilities	Personal Property	Total Assessed
1994	142,734,080	3,575,535	19,939,116	166,248,731
1995	240,016,554	2,068,176	30,762,591	272,847,321
1996	252,786,780	2,429,668	25,413,891	280,630,339
1997	240,103,260	2,631,082	22,724,044	265,458,386
1998	243,179,400	2,551,102	29,848,387	275,578,889
1999	257,190,270	4,086,237	31,133,104	292,409,611
2000	283,475,952	-	36,612,113	320,088,065
2001	294,325,977	-	39,032,109	333,358,086
2002	298,745,230	5,894,988	38,110,747	342,750,965
2003	302,711,970	4,152,334	39,658,511	346,522,815
2004	317,080,460	3,967,455	41,008,721	362,056,636
2005	330,667,950	4,172,582	43,470,517	378,311,049
2006	340,976,728	-	49,329,969	390,306,697
2007	422,000,970	2,586,522	55,904,006	480,491,498
2008	390,252,437	1,629,071	58,334,421	450,215,929
2009	420,847,761	2,938,142	57,999,090	481,784,993
2010	426,450,398	1,267,917	55,558,364	483,276,679
2011	418,455,638	689,569	53,883,284	473,028,491

## **General Sales, Transportation and Tourism Tax Rates**

The city's current General Fund Sales Tax rate is 1.00%. Money derived from such tax is available to fund city programs and services.

The city currently has a Transportation Sales Tax of ½ cent that was adopted in August 1991 to be used for the purpose of making transportation and street improvements and paying debt service with respect thereto. This tax became effective October 1, 1991. To provide funding for continued road and bridge construction and maintenance, in an election the qualified voters of the city extended the City Transportation Sales Tax for 20 years, which began in October 2005.

In 1993, the voters of Branson approved a Tourism Tax to be levied on hotel, motel and ticketed events at the rate of 2% and tax at the rate of 1/2% on food and drink. In April of 1996, the voters increased the tax on hotel, motel and ticketed events to 4%. The Missouri Supreme Court declared the Tourism Tax unconstitutional on May 27, 1997. In September of 1997, the State adopted new Tourism Tax legislation, which was put before the voters of Branson in November of 1997 and adopted effective November 7, 1997.

TOURISM GROWTH			
Year	Tourism Tax	Sales Tax	Transportation Sales Tax
1993	\$ -	\$4,471,058	\$2,217,247
1994	4,553,395	5,403,558	2,723,299
1995	4,585,730	5,785,886	2,890,388
1996	4,845,457	6,395,924	3,150,835
* 1997	3,452,905	6,708,460	3,289,680
** 1998	7,877,041	7,057,630	3,516,525
1999	9,959,003	7,571,039	3,771,864
2000	9,966,756	7,797,461	3,881,540
2001	10,107,008	7,856,454	3,910,917
2002	10,893,279	8,053,113	4,006,993
***2003	10,901,425	8,143,593	4,052,441
***2004	10,546,716	8,132,557	4,042,129
***2005	10,408,053	8,114,201	4,027,771
***2006	11,450,667	8,958,937	4,448,141
***2007	12,252,194	9,926,788	4,927,054
***2008	12,367,870	10,177,952	5,052,578
***2009	11,344,253	9,895,732	4,905,777
***2010	11,776,548	9,931,176	4,920,028
***2011	11,225,562	10,199,658	5,049,665

\*Tourism tax legislation was ruled unconstitutional in May, 1997 and reinstated by popular vote in November, 1997.

\*\*Increase in 1998 was due to an increased Tourism tax rate to 4%, effective November 8, 1997.

\*\*\* Taxes reported on a cash basis for the calendar year beginning 2003. Prior years were on accrual basis with fiscal year end of 9-30.

## Transportation

U.S. Highway 65, a north-south highway, is a divided four-lane from Springfield to the Arkansas state line, and is the main route to Branson with over 80% of motorists coming from the north.

The Springfield/Branson Regional Airport, located 45 miles north in Springfield, credits Branson's popularity as a leading reason for their increased traffic. More and more visitors are flying into Springfield and utilizing a shuttle service or renting a vehicle to travel from the airport to Branson. Airlines serving the airport include: American, Allegiant, Delta, and United, providing approx. 70 scheduled flights daily. Located south of Branson and east of Highway 65, the Branson area's first privately-funded commercial airport opened in the spring of 2009. The airport has a 7,140 foot runway to accommodate commercial jets, and is served by several airlines, such as Air Tran, Frontier Airlines, and Branson Air Express.

The city has taken the lead in solving one of its major concerns—traffic—during its rapid growth as a tourism destination. Since 1991, over \$77 million has been spent on new and reconstructed roads. This network of new roads, designated as color-coded routes, has been

designed to work in concert with improvements to state highways and to minimize congestion throughout the city.

The Union Pacific System, which makes one freight stop in the city each day, provides railroad service. General passenger service is not available. The Branson Scenic Railway, a sightseeing passenger rail service provides passenger trips into the Ozark Mountains and is located downtown within the historic district and adjacent to Branson Landing.

## **Community Services**

City residents enjoy numerous municipal services, including the following:

### **Parks and Recreation**

The City has a full time parks director and staff maintaining 16 city parks, a state-of-the-art recreation complex and a fully equipped RV Park. Some parks are lighted for evening softball, tennis or use of the playground equipment; others are acres of trees and grassy areas for quiet enjoyment. The RV Park has approximately 160 full hookup sites, fishing docks, boat ramps, restrooms and showers and is open year-around. Nature trails offer a variety of means for exercise, and also a great tool for nature lovers. The 137 acre wilderness area along the bluffs of Lake Taneycomo, called Lakeside Forest Wilderness Area, is located adjacent to famous Highway 76. Currently, the Recreation Complex consists of an aquatic park; basketball courts; baseball and soccer fields; outdoor and indoor walking trails; covered picnic pavilions with a playground; as well as a fitness center operated by Skaggs Community Health Center.

### **Police Protection and Service**

The Branson Police Department serves the community 24 hours a day in all areas of investigation, patrol, traffic, jail, communication and records. All officers are certified under the Missouri Police Officers Training Act with a majority of the officers having been trained at the Missouri Highway Patrol Law Enforcement Academy. Community Relations is responsible for teaching the Drug Abuse Resistance Education (D.A.R.E.) program in the Branson and Kirbyville school districts. With a relatively small resident population and eight (8) million visitors each year, the Branson Police Department must operate as a big city force.

### **Fire Protection**

The Branson Fire Department is comprised of 40 full-time career fire fighters and budget approval for 20 volunteers, operating from 3 fire stations staffed with two engine companies and one ladder truck company. Each fire fighter is trained within the department and attends seminars in basic firefighting, hazardous chemical spills, L.P. gas emergencies, arson control, and investigation. With a resident population of approximately 10,520 people, Branson entertains millions of visitors a year. Although relatively a small town, Branson is faced with big city challenges. Branson Fire and Rescue also offers a C.E.R.T. program, training citizens in the community to perform essential life-saving functions while waiting for the professional responders to arrive. The Technical Services Division focuses primarily on plan review and inspections of new and existing commercial properties, fire safety education and prevention.

**Community Center**

The Branson Community Center is used for a wide range of activities, such as a senior lunch program, dancing, crafts, card playing, and club meetings. The classrooms and large community hall are available to rent for private use such as wedding receptions, family reunions, dances, and meetings. The Branson Senior Center and the Branson Arts Council both have office space in the Community Center.

**Libraries**

The Taneyhills Community Library, a non-tax supported facility, is supported by fund-raising efforts of the Taneyhills Library Club and voluntary contributions from area residents. There are now 52,398 volumes, including audio-visual materials on the shelves. The College of the Ozarks' Lyons Memorial Library is a vital part of the four-year liberal arts college education program. Its shelves are filled with a variety of reference, educational, religious, and entertainment books. Both offer library cards to local residents free of charge.

**Utilities**

Branson is serviced by two electric utility providers, Empire Electric and White River; the City of Branson owns and operates the water and sewer utilities within the city limits; and Southern Missouri Natural Gas was granted approval by the city of Branson to begin the process of providing natural gas to the Branson region. The local landline telephone provider for the Branson area is CenturyTel. Several wireless providers offer service in the area.

**City Government Information****Government and Organization of the City**

The city was organized on April 1, 1912, and is operated as a council/administrator form of government. The governing body of the city is the Board of Aldermen. The Board of Aldermen is comprised of six members who are elected by wards, and a Mayor who is elected at large. The Mayor and the Aldermen are each elected to two-year terms.

<b>Name</b>	<b>Position</b>	<b>Ward</b>
Raeanne Presley	Mayor	Elected-at-large
Bob Simmons	Alderman	Ward #1
Mike Booth	Alderman	Ward #1
Dr. Patrick Parnell	Alderman	Ward #2
Cris Bohinc	Alderman	Ward #2
Dr. Rick Davis	Alderman	Ward #3
Rick Todd	Alderman	Ward #3
Dean Kruithof	City Administrator	



## Size and Location

The city encompasses approximately 20.85 square miles in area. The following table sets forth the population of the city at intervals since 1960 according to the United States Census Bureau.

<b>Year</b>	<b>City Population</b>
1960	1,887
1970	2,175
1980	2,550
1990	3,706
2000	6,050
2010	10,520

## Long-term Indebtedness

The following is a schedule of revenue bonds outstanding as of December 31, 2011. The City of Branson has issued insured Revenue Bonds securing a rating of AAA for each issue. In 2003, the City issued uninsured Annual Appropriation Revenue Bonds through the Missouri Development Finance Board, securing a rating of BBB+ and Baa1 from Standard & Poor and Moody's rating agencies. In 2004, the City issued uninsured Annual Appropriation Revenue Bonds through the Missouri Development Finance Board and securing a rating of BBB+ and Baa1 from Standard & Poor and Moody's rating agencies. In 2005, the city issued \$80,000,000 in Annual Appropriation Revenue Bonds to complete the downtown renovation project. The City again secured a rating of BBB+ and Baa1 from Standard & Poor and Moody's. In 2007, the City issued tax refunding revenue bonds to advance refund \$1,600,000 of outstanding tourism tax revenue bonds. The net proceeds were deposited in a trust with an escrow agent to provide for all future debt service payments on the refunded portion of the bonds. As a result, the refunded portion of the 1998B Bonds is considered defeased and the related liability for these bonds has been removed from the long-term debt. In 2010, the City issued revenue bonds to refund \$7,790,000 of outstanding tourism tax revenue bonds. In 2010, the city also issued tax revenue bonds to upgrade the Compton wastewater treatment plant and the lift station #30. In 2011, the city issued an advanced refunding on the 2003A for the remaining balance of \$37,925,000.

	<u>Balance December 31, 2011</u>
Revenue Bonds - Water & Sewer	
1992A Issue	\$ 330,000
Tourism Tax Revenue Bonds	
1994A Issue	822,000
1995A Issue	10,350,000
2007 Issue	1,840,000
2010A Issue	7,560,000
2010B Issue	7,540,000
	<u>28,442,000</u>
MDFB 2004A Issue	35,560,000
MDFB 2005A Issue	78,640,000
MDFB 2011A Issue	35,810,000
MDFB 2011B Issue	2,115,000
	<u>152,125,000</u>
	<u>\$ 180,567,000</u>

## Educational Facilities

The Branson School District encompasses the entire city. The school district is “Accredited” and has been awarded for the last six years as a “School with Distinction and Performance” by the State Department of Elementary and Secondary Education. The North Central Association of Colleges and Schools accredit the school district’s secondary program. The school district currently has four elementary schools, one junior high school and one high school. The current total enrollment of the School District is 4,706 students.

The College of the Ozarks, a private four-year college operated by the Presbyterian Church, is located adjacent to the city and has an enrollment of approximately 1,350 students per semester. Additionally, Drury University, Evangel University, and Missouri State University are located 35 miles to the north in Springfield, Missouri.

A satellite facility of Ozarks Technical Community College & Vocational School is located in Branson Meadows on Gretna Road. Their current local enrollment is approximately 524 students carrying an average of 10 credit hours. OTC also offers work-force training for businesses that need their employees trained in certain programs. In late 2011, OTC broke ground for a new facility, Table Rock Campus, to be built south of Hollister on Highway 165. It will open to students in the fall of 2013.

## **Medical Services**

Skaggs Community Health Center is a 165-bed, not-for-profit community owned full-service hospital and health center located in Branson. The campus includes Skaggs Hospital, Skaggs Outpatient Center, a helicopter landing pad for air ambulance service and two medical office plazas. Services are provided in the areas of family practice, internal medicine, general practice, general surgery, open-heart surgery, radiology, ophthalmology, orthopedic surgery, oncology, urology, pathology, and dentistry.

Skaggs employs more than 1,000 people, making them one of the largest employers in the Branson/Lakes Area. Skaggs opened its new 12,000 square foot Skaggs Cancer Center on the first floor of the Skaggs Outpatient Center in 2008. This new unit offers an ambulatory infusion area, two exam rooms, and ten IV stations. Also new in 2008 was the Women's Center, which is one of 25% of facilities providing digital mammograms.

Skaggs also manages a variety of family medicine and specialty satellite clinics throughout Stone and Taney counties. Also available for residents and tourists are clinics operated by St. John's Hospital and Cox Health Center in Springfield.

The Taney County Health Department and the Branson Health Department were integrated in 2008, now serving the community as Taney County Health Department. A full staff provides services in the areas of: nursing, sanitation, agency referral, family planning clinic, geriatric clinic, rabies clinic and inspections for new and existing businesses.

Nursing and Care Centers located in the area include Golden Living Center, Rolling Hills Estates Nursing Home, Point Lookout Health Care Center, Table Rock Health Care Center and Culpepper Place Assisted Living.

The Taney County Ambulance District provides ambulance services for the city that is a separate taxing jurisdiction supported by its own sales tax of ¼%. TCAD is an aggressive EMS service, serving all of Taney County. They also provide mutual aid assistance to surrounding counties in Missouri and Arkansas. TCAD is one of fastest growing Districts in the state with a wide area of coverage of approximately 620 square miles, with approximately 51,000 residents and millions of visitors a year. From its beginnings in 1976, TCAD has grown from 6 employees to over 60 full-time and 30 part-time employees in 2011. Employees include paramedics, EMT's, dispatchers, office staff and part time employees maintaining a 24-hour dispatch center, four stations, one education building, and multiple staging areas. Nine ambulances are fully equipped and ready for use at any given time.

## **Description of Funds and Fund Types**

For accounting purposes a local unit of government is not treated as a single, integral entity. Rather, a government is viewed instead as a collection of smaller, separate entities known as "funds". The Government Accounting Standards Board's (GASB) Codification of Governmental Accounting and Financial Reporting Standards, Section 1300, defines a fund as:

"A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of

carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.”

All of the funds used by a government must be classified into one of seven “fund types”. Four of these fund types are used to account for a local government’s “governmental-type” activities and are known as “governmental funds”. Two of these fund types are used to account for a government’s “business-type” activities and are known as “proprietary funds”. Finally, the seventh fund type is reserved for a government’s “fiduciary activities”.

### **Governmental Funds**

Four fund types are used to account for governmental-type activities. These are the general fund, special revenue fund, debt service fund, and capital projects fund.

#### General Fund

***The General Fund*** - is the City’s primary operating fund. Within it are nearly all of the operating departments - Police, Fire, Administration, Information Technology, Finance, Human Resources, City Clerk/Municipal Court/Legal, part of Public Works, Building & Planning and Engineering. This fund is used to account for most of the day-to-day operations of the City, which are financed, from property taxes and other general revenues.

#### Special Revenue Funds

Special Revenue Funds are used to account for revenues derived from specific taxes or other earmarked revenue sources which, by law, are designated to finance particular functions or activities of government and which therefore cannot be diverted to other uses. The city has the following special revenue funds:

***The Recreation Fund*** - accounts for all revenues and expenditures related to the city’s park system and recreational programs, received revenues from the city recreation programs, and a subsidy from the General Fund.

***The Transportation Sales Tax Fund*** – accounts for the expenditures for routine road maintenance along with transfers to capital projects for pay-as-you-go infrastructure improvements.

***The Tourism Tax Trust Fund*** - accounts for the collection and expenditure of the city’s tourism tax, which provides funding for debt service on bonded debt on city infrastructure, pay-as-you-go infrastructure improvements as well as tourism marketing that receives 25% of the tax.

#### Debt Service Funds

Debt Service Funds are used to account for the payment of interest and principal on general and special obligation debts other than those payable from special assessments, and debt

issued for and serviced by a governmental enterprise or dedicated funding source, such as a tax increment financing district.

***The Debt Service Fund(s)*** - accounts for revenues from the TIF district property and sales taxes and various other revenue sources. Appropriations are for expenditures and debt service related to the city's capital projects program.

#### Capital Project Funds

The Capital Projects Funds account for all resources used for the acquisition and/or construction of capital equipment and facilities by the City except those financed by Special Assessment, Enterprise and Internal Service Funds. The City has the following Capital Project Funds:

***The Capital Projects Fund(s)*** - accounts for capital projects that are large and have multi-year completion dates.

#### Proprietary Funds

Two fund types are used to account for a government's business-type activities (activities that receive a significant portion of their funding through user fees). These are the enterprise funds and the internal service funds.

#### *Enterprise Funds*

Water and Sewer Maintenance Funds are used to account for the acquisition, operation and maintenance of city-owned water and sewer facilities and services, which are normally self-supported by user charges. The operations of these funds are accounted for in such a manner as to show a profit or loss similar to comparable private enterprises.

***The Water and Sewer Fund*** - accounts for the revenues and expenditures needed to provide water and sewer service to the Branson community and surrounding area. This budget proposes significant additions and improvements to the infrastructure of these systems. This budget proposes rate increases for services provided by the fund, due to inflationary factors.

***The Capital Project Fund(s)*** – accounts for capital projects funded by tourism tax and operations that are large and have multi-year completion dates.

#### *Internal Service Funds*

Internal Service Funds are used by local governments to account for the financing of goods and services provided by one department or agency to other departments or agencies, and to other governments, on a cost-reimbursement basis. 2011 was the last budgeted year of the

Internal Service Fund. Accounting for new vehicle and equipment will now be expensed under the appropriate department.

### ***Long-term Financial Planning***

The City of Branson utilizes a five-year capital improvement program to prioritize public projects. Projects are scheduled over a number of years, and are financed on a pay-as-you-go basis as funds become available. The exception to this rule was the redevelopment of the Taneycomo Lakefront and construction of a Convention Center in the downtown district. This project, including all infrastructures, convention center and other public improvements, has been financed through a series of bond issues secured with the city's annual appropriation pledge and tax increment financing. In addition to the \$40,000,000 bond issue of 2004, the city issued \$80,000,000 in TIF bonds in 2005 to complete the project. These projects will be supported by local property taxes, economic activity taxes and state sales taxes from within the district. The City always looks for creative funding solutions such as cost sharing with other governmental agencies, public-private cooperative efforts, and any other source of funding for projects that become available.

The City uses funding from the Tourism Tax and the Transportation Tax, net of debt service, exclusively to finance needed infrastructure extensions and improvements. The city has participated with Taney County in the extension of sewer services throughout the Fall Creek Basin and into the Bee Creek area. These projects have been financed through the county ½ cent sewer tax, state and federal grants and Department of Natural Resources loans.

### ***Cash Management Policies and Practices***

The primary objectives, in priority order, of the City's investment activities encompass safety, liquidity and yield. Investments are undertaken in a competitive manner and are subject to restrictions imposed by the Constitution and laws of the State of Missouri, City ordinances, and documents authorizing the issuance of bonds, notes, or other obligations. The city may invest monies in:

- Obligations of the State of Missouri
- United States Treasury Securities
- United States Government Instrumentality Obligations
- Forward Delivery Agreements
- Repurchase Agreements
- Collateralized Public Deposits

### ***Risk Management***

The City maintains all general liability insurance coverage with insurance provided through Connell Insurance, a local insurance brokerage.

## Expenditure Summary by Fund &amp; Object

<b>Operating - General Fund</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Personal Services	9,166,700	10,227,979	9,889,454	10,072,788
Contractual Services	4,565,325	3,896,654	3,920,113	3,606,923
Commodities	250,776	307,507	256,093	378,698
Capital Expenditures	269,667	175,466	167,887	345,120
Debt Expenditures	0	0	0	75,035
<b>Total General Fund</b>	<b>14,252,468</b>	<b>14,607,606</b>	<b>14,233,547</b>	<b>14,478,564</b>

<b>Transportation Fund Expenditures by Object</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Personal Services	870,183	909,652	924,614	947,577
Contractual Services	832,912	1,301,446	1,268,320	1,645,769
Commodities	473,911	558,369	564,764	688,915
Capital Expenditures	37,022	375,500	375,500	325,000
<b>Total Transportation Fund</b>	<b>2,214,028</b>	<b>3,144,967</b>	<b>3,133,198</b>	<b>3,607,261</b>

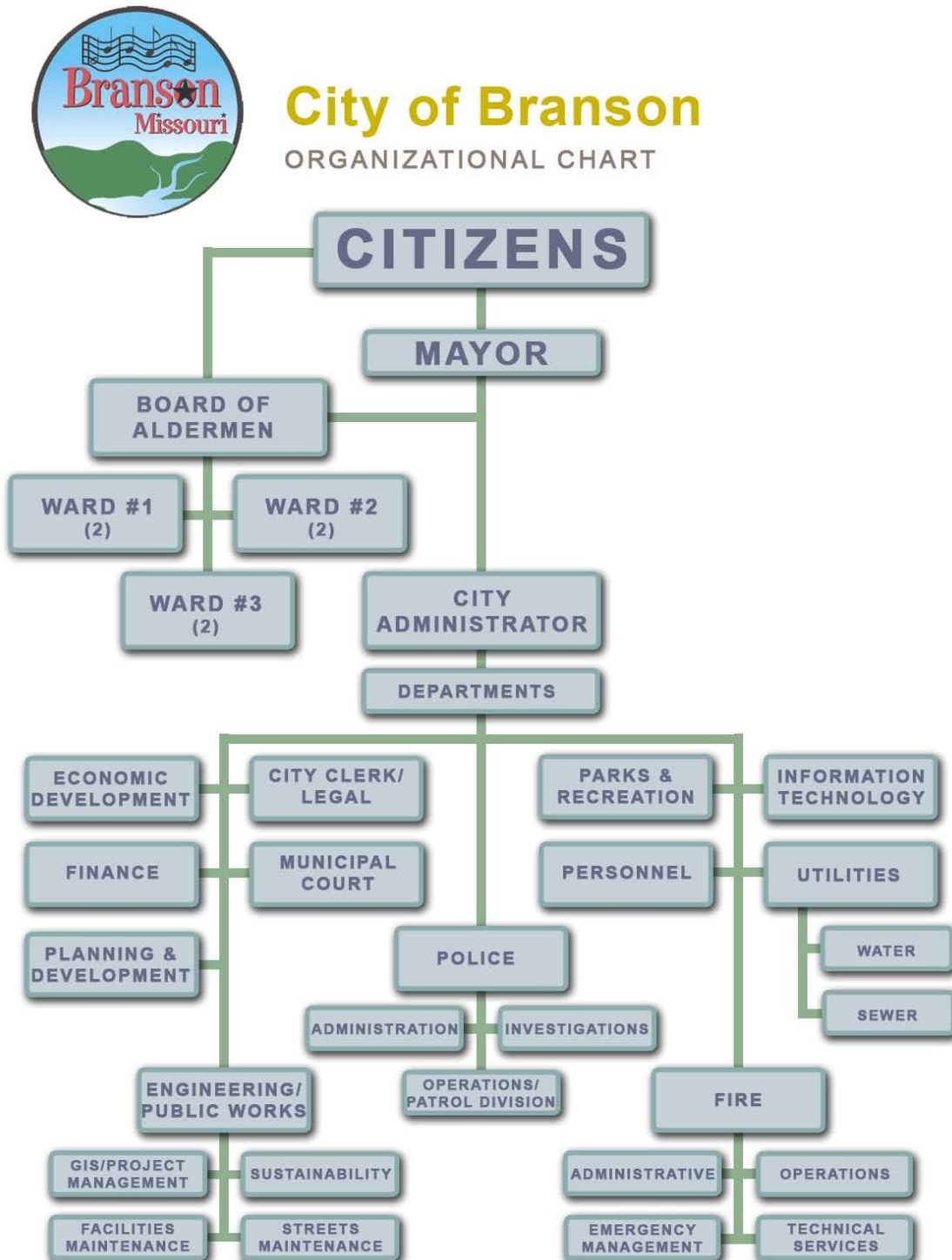
<b>Parks &amp; Recreation Expenditures by Object</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Personal Services	1,189,702	1,308,857	1,303,111	1,337,255
Contractual Services	559,478	614,813	580,096	643,887
Commodities	254,086	266,987	255,876	237,937
Capital Expenditures	16,855	33,900	70,900	80,500
<b>Total Parks &amp; Recreation</b>	<b>2,020,121</b>	<b>2,224,557</b>	<b>2,209,983</b>	<b>2,299,579</b>

<b>Operating &amp; Capital - Water &amp; Sewer Expenditures by Object</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
Personal Services	2,509,383	2,848,920	2,833,662	2,935,167
Contractual Services	1,481,391	2,163,070	1,948,380	2,234,935
Commodities	679,637	798,199	729,544	839,445
Depreciation	3,520,297	3,412,000	3,711,504	3,724,000
<b>Total Utilities - Water &amp; Sewer</b>	<b>8,190,708</b>	<b>9,222,189</b>	<b>9,223,090</b>	<b>9,733,547</b>

	2010 Actual	2011 Budget	2011 Estimated	2012 Budget
Operating - Convention Center	5,385,970	5,700,901	5,683,837	6,042,323
Operating - Capital Pro. Planning	300,000	0	0	0
Operating - Debt Service Fund	17,071,033	16,691,561	16,697,710	16,684,225
Operating - Tourism	14,410,357	8,487,078	8,381,384	7,403,790
Capital - Vehicle & Equip. Fund	1,234,231	974,700	0	0
Capital - Major Cap. (incl. W&S)	6,535,363	5,837,906	3,427,136	6,686,400
<b>Total Budget</b>	<b>71,614,279</b>	<b>66,891,465</b>	<b>62,989,885</b>	<b>66,935,689</b>



## Organizational Chart



## Personnel Summary

### MAYOR & BOARD

Position Title	Type	2008	2009	2010	2011	2012
Mayor	Part Time	1	1	1	1	1
Board	Part Time	6	6	6	6	6
Total		7	7	7	7	7

### ADMINISTRATION

Position Title	Type	2008	2009	2010	2011	2012
City Administrator	Full Time	1	1	1	1	1
Assistant City Administrator	Full Time	1	0	0	0	0
Assistant to City Administrator	Full Time	1	1	1	1	1
Office Assistant II	Full Time	1	1	1	1	1
Total		4	3	3	3	3

### CLERK/COURT/LEGAL

Position Title	Type	2008	2009	2010	2011	2012
City Clerk	Full Time	1	1	1	1	1
Deputy City Clerk	Full Time	1	1	1	1	1
Office Assistant I	Full Time	1	1	1	0	0
Office Assistant II	Full Time	1	1	1	1	1
Office Assistant III	Full Time	2	0	0	0	0
Document Management Technician	Full Time	0	0	0	1	1
Office Clerk	Part Time	1	1	0	0	0
Total Clerk		7	5	4	4	4
MUNICIPAL COURT						
Office Specialist I	Full Time	0	1	1	0	0
Office Assistant III	Full Time	1	1	1	0	0
Office Assistant II	Full Time	1	1	2	0	0
Deputy Court Administrator	Full Time	0	0	0	1	1
Court Specialist	Full Time	0	0	0	3	3
Total Court		2	3	4	4	4
LEGAL						
Acting City Attorney	Full Time	1	1	0	1	1
Assistant City Attorney	Full Time	1	1	1	0	0
Office Assistant II	Full Time	0	0	1	1	1
Office Assistant III	Full Time	1	1	0	0	0
Total Legal		3	3	2	2	2
Total of Combined Department		12	11	10	10	10

**Personnel Summary—Continued**

**ECONOMIC DEVELOPMENT**

Position Title	Type	2008	2009	2010	2011	2012
Economic Development Director	Full Time	0	1	1	1	1
Total		1	1	1	1	1

**ENGINEERING/PUBLIC WORKS DEPARTMENT**

Position Title	Type	2008	2009	2010	2011	2012
City Engineer	Full Time	1	1	1	1	1
Assistant City Engineer	Full Time	1	1	1	1	1
Office Specialist I	Full Time	1	1	1	1	1
Office Assistant II	Full Time	1	1	1	1	1
GIS Coordinator	Full Time	1	1	1	1	1
GIS Technician	Full Time	1	1	1	1	1
Engineering Project Manager	Full Time	3	3	3	2	2
Intern	Seasonal	3	3	3	2	2
Assistant Public Works Director	Full Time	0	0	0	1	1
Superintendent	Full Time	1	1	1	0	0
Supervisor II	Full Time	2	2	1	1	1
Heavy Equipment Operator	Full Time	3	3	3	3	3
Maintenance Worker III	Full Time	1	1	2	0	0
Maintenance Worker II	Full Time	8	8	8	0	0
Maintenance Worker I	Full Time	1	1	0	3	3
Streets Maintenance Worker	Full Time	0	0	0	2	2
City Hall Custodian	Full Time	0	0	0	1	1
Utility Worker I	Full Time	2	2	2	2	2
Utility Worker II	Full Time	0	0	0	0	0
Master Mechanic	Full Time	2	2	2	2	2
Mechanic Assistant	Full Time	0	0	0	1	1
Engineering Tech I	Full Time	1	1	1	0	0
Sign Shop Supervisor	Full Time	0	0	0	1	1
Sign Shop Technician	Full Time	0	0	0	1	1
Office Assistant II	Full Time	1	1	1	0	0
Office Assistant III	Full Time	0	0	0	2	2
Environmental Specialist	Full Time	1	1	1	1	1
Recycling Center Supervisor	Full Time	0	0	0	1	1
Greenskeeper	Part Time	0	0	0	0	0
Horticulturist	Full Time	0	0	0	0	0
Seasonal	Seasonal	7	7	7	6	6
Total		42	42	41	38	38

**Personnel Summary—Continued**

**FINANCE DEPARTMENT**

Position Title	Type	2008	2009	2010	2011	2012
Finance & Personnel Director	Full Time	0	0	1	1	0
Finance Director	Full Time	1	1	0	0	1
Assistant Finance Director	Full Time	1	1	1	1	0
Senior Accountant	Full Time	0	0	0	0	1
Staff Accountant	Full Time	1	0	0	2	0
Purchasing Agent	Full Time	1	1	1	1	1
Accounting Specialist	Full Time	5	6	6	2	2
Accounting Clerk	Full Time	0	0	0	2	3
Office Specialist	Full Time	0	0	0	1	0
Supervisor II	Full Time	0	1	1	1	1
<b>Total</b>		<b>9</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>9</b>

**FIRE DEPARTMENT**

Position Title	Type	2008	2009	2010	2011	2012
Fire Chief	Full Time	1	1	1	1	1
Division Chief/Operations	Full Time	1	1	1	1	1
Division Chief/Technical Services	Full Time	1	1	1	1	1
Office Assistant III	Full Time	1	1	1	1	1
Office Assistant II	Full Time	1	1	1	1	1
Captain	Full Time	9	9	9	9	9
Fire Marshal	Full Time	1	1	1	1	1
Engineer	Full Time	9	9	9	9	9
Fire Fighter	Full Time	15	15	15	15	15
Fire Training Officer	Full Time	1	1	1	1	1
Volunteer Firefighter	Part Time	35	35	35	20	20
<b>Total</b>		<b>75</b>	<b>75</b>	<b>75</b>	<b>60</b>	<b>60</b>

**Personnel Summary—Continued**

**HEALTH**

Position Title	Type	2008	2009	2010	2011	2012
Health Officer	Full Time	1	0	0	0	0
Environmental Health Specialist	Full Time	7	0	0	0	0
Compliance Inspector	Full Time	1	0	0	0	0
<b>Total</b>		<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**HUMAN RESOURCES DEPARTMENT**

Position Title	Type	2008	2009	2010	2011	2012
Finance & Personnel Director	Full Time	0	0	1	1	0
Human Resources Director	Full Time	1	1	0	0	1
Deputy Personnel Officer	Full Time	0	0	1	1	0
Human Resources Specialist II	Full Time	1	1	1	1	1
Human Resources Specialist I	Full Time	1	1	0	0	1
Office Assistant II	Full Time	0	0	1	1	0
Office Specialist	Full Time	0	0	0	0	1
<b>Total</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>

**INFORMATION TECHNOLOGY**

Position Title	Type	2008	2009	2010	2011	2012
Information Technology Director	Full Time	1	1	1	1	1
Sr System Network Tech & Webmaster	Full Time	0	0	0	1	1
Systems Network Technician	Full Time	2	2	2	2	2
Office Assistant II	Full Time	1	1	1	1	0
Office Assistant II	Part Time	0	0	0	0	1
<b>Total</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>

**Personnel Summary—Continued**

**PARKS & RECREATION**

Position Title	Type	2008	2009	2010	2011	2012
Parks & Recreation Director	Full Time	1	1	1	1	1
Assistant Parks Director	Full Time	1	1	1	1	1
Horticulturist	Full Time	1	0	0	0	0
Gardener	Full Time	0	0	0	1	1
Recreation Specialist II	Full Time	2	2	2	2	2
Office Assistant I	Full Time	1	1	1	0	0
Office Assistant II	Full Time	0	0	0	1	1
Office Assistant III	Full Time	1	1	1	0	0
Office Specialist	Full Time	0	0	0	1	1
Pool Manager	Seasonal	1	1	1	1	1
Lifeguards	Seasonal	29	29	29	30	30
Swim Team Coach	Seasonal	2	2	2	2	1
Assistant Swim Team Coach	Seasonal	0	0	0	0	1
Community Center Aide	Part Time	3	3	3	3	3
Golf Course Attendants	Part Time	4	4	4	3	3
Campground Operator	Part Time	2	2	2	2	2
Substitute Campground Operator	Part Time	4	4	4	4	6
Maintenance Worker I	Full Time	2	2	0	8	8
Maintenance Worker II	Full Time	2	2	4	0	0
Maintenance Worker I	Part Time	1	1	1	0	0
Seasonal Laborer	Seasonal	4	4	4	5	5
Concessionaires	Seasonal	30	30	30	30	30
Office Assistant	Part Time	4	4	5	5	5
Supervisor I	Full Time	0	0	0	0	0
Supervisor II	Full Time	2	2	2	2	2
Supervisor III	Full Time	0	0	0	1	1
Intern	Seasonal	2	2	2	2	2
Day Camp Director	Seasonal	1	1	1	1	1
Day Camp Assistant Director	Seasonal	1	1	1	1	1
Day Camp Staff	Seasonal	16	16	16	16	16
<b>Total</b>		<b>117</b>	<b>116</b>	<b>117</b>	<b>123</b>	<b>125</b>

**Personnel Summary—Continued**

**PLANNING & DEVELOPMENT**

Position Title	Type	2008	2009	2010	2011	2012
Planning/Development Director	Full Time	1	1	1	1	1
Assistant Director	Full Time	1	1	0	0	0
Senior Planner	Full Time	0	0	1	1	1
Planning Assistant	Full Time	0	0	0	1	1
Office Specialist	Full Time	1	1	1	1	1
Supervisor	Full Time	1	1	1	0	0
Engineering Tech I	Full Time	1	1	0	0	0
Engineering Tech II	Full Time	3	3	4	0	0
Building Division Supervisor	Full Time	0	0	0	1	1
Building Inspector	Full Time	0	0	0	3	3
Compliance Inspector	Full Time	1	1	1	0	0
Code Enforcement Supervisor	Full Time	0	0	0	1	1
Code Enforcement Officer	Full Time	0	0	0	1	1
Planning Aide	Full Time	1	1	1	0	0
Forester	Full Time	1	1	1	0	0
Office Assistant I	Full Time	1	0	0	0	0
Office Assistant II	Full Time	1	2	2	2	2
Intern	Seasonal	0	0	1	1	1
<b>Total</b>		<b>13</b>	<b>13</b>	<b>14</b>	<b>13</b>	<b>13</b>

**POLICE**

Position Title	Type	2008	2009	2010	2011	2012
Police Chief	Full Time	1	1	1	1	1
Assistant Chief	Full Time	1	1	1	1	1
Captain	Full Time	2	2	2	2	2
Lieutenant	Full Time	2	2	2	2	2
Sergeant	Full Time	6	6	6	10	10
Corporal	Full Time	4	4	4	0	0
Police Officer	Full Time	28	28	28	28	28
Communications Supervisor	Full Time	0	0	0	1	1
Dispatcher I	Full Time	8	8	10	10	11
Dispatcher II	Full Time	1	1	1	1	0
Supervisor I	Full Time	2	2	2	0	0
Office Specialist	Full Time	0	0	0	1	1
Parking Control Officer	Full Time	1	1	1	1	1
Office Assistant III	Full Time	0	0	0	0	0
Office Assistant II	Full Time	2	2	2	2	2
<b>Total</b>		<b>58</b>	<b>58</b>	<b>60</b>	<b>60</b>	<b>60</b>

**Personnel Summary—Continued**

**PUBLIC INFORMATION**

Position Title	Type	2008	2009	2010	2011	2012
Public Information Director	Full Time	1	1	1	1	0
Total		1	1	1	1	0

**UTILITIES DEPARTMENT**

**WATER & SEWER--WATER TREATMENT**

Position Title	Type	2008	2009	2010	2011	2012
Supervisor II	Full Time	1	1	1	0	0
Supervisor III	Full Time	0	0	0	1	1
Plant Operator I	Full Time	8	8	7	7	7
Plant Operator II	Full Time	0	0	1	1	1
Electrician II	Full Time	0	0	0	1	1
Maintenance Worker I	Full Time	1	1	1	0	0
Total		10	10	10	10	10

**Personnel Summary -- Continued**

**WATER & SEWER--WATER DISTRIBUTION**

Position Title	Type	2008	2009	2010	2011	2012
Superintendent	Full Time	1	1	1	0	0
Supervisor II	Full Time	1	1	1	1	0
Supervisor III	Full Time	0	0	0	1	1
Safety Specialist	Full Time	1	1	1	0	0
Equipment Operator II	Full Time	1	1	1	1	1
Maintenance Worker I	Full Time	0	0	0	3	3
Maintenance Worker II	Full Time	4	4	3	1	1
Maintenance Worker III	Full Time	0	0	1	0	0
Engineering Tech	Full Time	1	1	1	0	0
Temporary Maintenance Worker	Part Time	2	2	1	0	0
Total		11	11	10	7	6



**Personnel Summary—Continued**

**WATER & SEWER--WASTEWATER TREATMENT**

Position Title	Type	2008	2009	2010	2011	2012
Supervisor II	Full Time	1	1	1	0	1
Supervisor III	Full Time	0	0	0	1	1
Plant Operator I	Full Time	8	8	6	6	6
Plant Operator II	Full Time	0	0	2	2	2
Maintenance Worker II	Full Time	1	1	1	0	0
Maintenance Worker I	Full Time	0	0	0	1	3
Equipment Operator II	Full Time	3	3	3	3	3
Lab Technician II	Full Time	1	1	1	1	1
Electrician	Full Time	1	1	1	1	1
Assistant Electrician	Full Time	1	1	1	0	0
Office Assistant II	Full Time	1	1	1	0	0
<b>Total</b>		<b>17</b>	<b>17</b>	<b>17</b>	<b>15</b>	<b>18</b>

**WATER & SEWER--WASTEWATER COLLECTION**

Position Title	Type	2008	2009	2010	2011	2012
Supervisor I	Full Time	1	1	1	0	0
Supervisor II	Full Time	0	0	0	1	1
Maintenance Worker I	Full Time	0	0	0	6	4
Maintenance Worker II	Full Time	5	5	4	1	1
Maintenance Worker III	Full Time	0	0	1	0	0
<b>Total</b>		<b>6</b>	<b>6</b>	<b>6</b>	<b>8</b>	<b>6</b>

**WATER & SEWER--UTILITIES ADMINISTRATION**

Position Title	Type	2008	2009	2010	2011	2012
Utilities Director	Full Time	1	1	1	1	1
Division Heads	Full Time	2	2	1	0	0
Plans Examiner II	Full Time	0	0	0	1	1
Safety Specialist	Full Time	0	0	0	1	1
Maintenance Worker I	Full Time	0	0	0	1	0
Season Laborer	Seasonal	0	0	0	0	1
Office Specialist	Full Time	1	1	1	1	0
Office Specialist II	Full Time	0	0	0	0	1
Office Assistant II	Full Time	2	2	2	2	2
<b>Total</b>		<b>6</b>	<b>6</b>	<b>5</b>	<b>7</b>	<b>7</b>

**Personnel Summary—Continued**

TOTALS		2008	2009	2010	2011	2012
<b>Total Full Time Employees</b>		246	235	235	241	237
<b>Total Part time Employees</b>		103	103	103	44	47
<b>Total Seasonal Employees</b>		56	56	56	97	98
<b>Grand Total - All Employees</b>		405	394	394	382	382

## Departmental Budgets: Mayor and Board of Aldermen

### Budget Summary

The Mayor and Board of Aldermen is the legislative branch of the City Government. The Board consists of six Aldermen. Each Alderman is elected from one of three established wards within the city. The Mayor presides over the Board of Aldermen, but does not vote on any question except in case of a tie. Together, the Mayor and Board of Aldermen enact all ordinances compatible with the constitution and laws of the state of Missouri that they deem expedient for the good government of the city; the preservation of peace and order; the benefit of trade, commerce, economic development, and the health of the city's inhabitants; other ordinances, rules and regulations as may be necessary to carry such powers into effect; and to alter, modify or repeal the same.

<b>Mayor &amp; Board Expenditures by Object</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Projections</b>	<b>2012 Budget</b>
<b>Personal Services</b>	<b>21,046</b>	<b>23,805</b>	<b>23,805</b>	<b>26,995</b>
<b>Contractual Services</b>	<b>38,321</b>	<b>55,910</b>	<b>37,179</b>	<b>62,125</b>
<b>Commodities</b>	<b>2,469</b>	<b>6,670</b>	<b>5,505</b>	<b>8,400</b>
<b>Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Mayor &amp; Board</b>	<b>61,836</b>	<b>86,385</b>	<b>66,489</b>	<b>97,520</b>

**\*\* NOTE:** Please refer to the Strategic Plan section for specific goals for this department.



## Departmental Budgets: City Administrator

### Budget Summary

The City Administrator is responsible for the execution of all policies established by the Board of Aldermen, for the overall management and supervision of city operating and support functions, for the development and administration of the operating and capital budgets, and for information and advice to the Board of Aldermen and the public regarding the City's overall condition and future needs.



**Mission Statement:** Committed to providing leadership in developing, implementing, and facilitating the City's policies, goals, objectives, and values in recognition and in response to diverse staff and community needs. And to encourage the quality growth of a healthy, wholesome, clean environment in which people live work and visit.

<b>City Administration Expenditures by Object</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2011 Projections</b>	<b>2012 Budget</b>
<b>Personal Services</b>	<b>421,880</b>	<b>450,303</b>	<b>449,541</b>	<b>457,338</b>
<b>Contractual Services</b>	<b>11,178</b>	<b>22,750</b>	<b>17,350</b>	<b>23,150</b>
<b>Commodities</b>	<b>1,761</b>	<b>2,870</b>	<b>3,670</b>	<b>3,750</b>
<b>Capital Expenditures</b>	<b>0</b>	<b>101</b>	<b>0</b>	<b>0</b>
<b>Total City Administration</b>	<b>434,819</b>	<b>476,024</b>	<b>470,561</b>	<b>484,238</b>

**\*includes Administration & Economic Development**

**\*\* NOTE:** Please refer to the Strategic Plan section for specific goals for this department.



## Departmental Budgets: City Clerk/Municipal Court/Legal

### Budget Summary

The City Clerk, Municipal Court and Legal divisions are managed under one department. The City Clerk Department's responsibilities are among the oldest duties existing in the public servant world. The department serves the community and all city departments by providing such services as compiling documents for the Board of Aldermen meetings, creating meeting minutes, archiving documents, fulfilling records requests and being the election authority for the city. As the hub of all records for the municipality, the department works to minimize paper and promote sustainability through electronic records, yet maintaining compliance with state requirements.

The judicial branch of government for the city is handled through the Municipal Court, which is tasked to ensure equal justice under that law. Court cases are heard by the Municipal Judge, which hears violations of the law such as, traffic tickets, shoplifting, stealing, assaults, code violations and ordinance violations. The Court processes dockets, warrants, fine payments, community service, probation and all court related procedures. The Judge is also authorized to perform marriages.

The Legal Department drafts, reviews and approves contracts, agreements and legal documents. Fully enforceable municipal code and ordinances are developed, reviewed and maintained through this department. All legal actions that the city is involved in are handled through this department along with oversight of outside counsel retained by the city. This department stays abreast of and offer opinions on laws and statutes making sure the city stays in compliance with all requirements and state laws.



Mission Statement: Committed to its citizens and to those who visit here, to ensure a safe and environmentally sound community. We will work as a team to maintain and promote the growth of our city, and to provide professional, courteous service to all through fair and open communication. We look to tomorrow, remembering yesterday, dedicated to excellence today.

Legal/Court/City Clerk Expenditures by Object	2010 Actual	2011 Budget	2011 Projections	2012 Budget
Personal Services	575,373	660,121	659,003	664,031
Contractual Service	923,853	765,410	709,550	643,175
Commodities	10,306	13,220	11,575	10,350
Capital Expenditures	0	0	0	30,000
<b>Total Legal/Court/City Clerk</b>	<b>1,509,532</b>	<b>1,438,751</b>	<b>1,380,128</b>	<b>1,347,556</b>

**\*\* NOTE:** Please refer to the Strategic Plan section for specific goals for this department.





## **Departmental Budgets: Economic Development**

### **Budget Summary**

The Economic Development Director is responsible for being an effective force in improving the quality of life for the local area; developing ways to diversify the economy and create jobs; facilitate capital formation; preserve and enhance the natural environment; develop methods to promote business retention; and cultivate relationships to bring new businesses to the Branson area.

The Economic Development Director works closely with various local and regional groups that promote the health of the community and the regional economy. These groups include; the Branson Lakes Area Chamber of Commerce, the Downtown Branson Main Street Association, the Branson Lakes Area Lodging Association, the Branson League of Theater Owners and Show Producers, the Springfield Regional Economic Partnership, and the Southwest Missouri Council of Governments. The Director represents the City of Branson and acts as a liaison with the City on behalf of these groups.

We believe that one of the foundations of a strong economy is a strong community. With this in mind, the Director also maintains a relationship with many community organizations that are important to keeping our community operating well, such as the Taneyhills Library, the Branson Arts Council, the regional Boy Scouts of America organization, the Salvation Army, Tri-Lakes United Way, and other efforts, such as the semi-annual Homeless Point in Time Count and the Project Homeless Connect, both in association with the Missouri Housing and Development Commission. Communication and participation with these community efforts strengthens the ability of City Hall to be an effective agent for positive change in our community.



Mission Statement: To assist local business to become more competitive and profitable by removing barriers to growth and reducing local operating costs, while seeking more diverse job opportunities for our workforce, and continuing to bring resources to our current tourism businesses.

**\*\* NOTE:** Please refer to the Strategic Plan section for specific goals for this department.



## **Departmental Budgets: Engineering/Public Works**

### **Budget Summary**

Branson Engineering/Public Works has the primary responsibility for construction and maintenance of the City's infrastructure. This department also provides routine maintenance and repair of city vehicles, right-of-ways, streets and city buildings. This department is made up of thirty full time employees and seven part time employees.

The Engineering division is responsible for managing the public and private capital projects. These efforts encompass the entire life span of such projects from design, to property acquisition, to construction. Management of private developments and construction is critical to ensure the city's standards for quality construction are followed and long-term maintenance costs are minimized. This division also provides the in-house engineering for the city including such diverse things as wastewater lift station design, traffic signal timings, trail design and construction.

The Public Works division is responsible for a variety of items with a primary goal of making Branson a great place to live and visit. Street maintenance duties include pavement preservation work, storm sewer installation and maintenance and pavement striping. Winter operations involving ice and snow removal from all city streets and parking lots is a major duty of this division. Street signage is also an important component of this division to ensure that all signage is in compliance with federal standards, and that motorists are provided the information they need to keep the city streets as safe as possible. The fleet maintenance operations at the city garage ensure that the city's cars, trucks and heavy equipment are all operating well and maintained properly. The facilities maintenance staff provides custodial services, repair, and maintenance of city buildings and facilities, including City Hall.

The GIS division manages the geographic information system for the benefit of the city and its citizens. The computer-based maps and massive databases of information provide the information critical for proper planning, preliminary design work as well as other diverse analysis and research.

The Sustainability division manages the recycle center and works to promote sustainable practices in the city including the implementation of curb-side recycling.



Mission Statement: The Engineering/Public Works team will utilize technical expertise to enhance the efficiency of city operations while providing professional customer service to ensure the safety and quality of life for the people who live, work and visit in Branson. We do this with an environmentally sensitive conscience to benefit the community.

<b>Engineering Expenditures by Object</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Projections</b>	<b>2012 Budget</b>
<b>Personal Services</b>	547,458	450,043	423,439	437,471
<b>Contractual Services</b>	59,082	64,434	43,771	64,325
<b>Commodities</b>	7,240	10,243	7,495	9,000
<b>Capital Expenditures</b>	418	1,480	1,480	1,500
<b>Total Engineering</b>	614,198	526,200	476,185	512,296

<b>Public Works - General Fund Expenditures by Object</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Projections</b>	<b>2012 Budget</b>
<b>Personal Services</b>	250,651	362,520	314,503	360,101
<b>Contractual Services</b>	637,722	626,161	704,142	240,659
<b>Commodities</b>	24,216	31,168	16,403	41,192
<b>Capital Expenditures</b>	1,912	8,000	7,900	7,500
<b>Total Public Works - General Fund</b>	914,501	1,027,849	1,042,948	649,452

<b>Transportation Fund Expenditures by Object</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Projections</b>	<b>2012 Budget</b>
<b>Personal Services</b>	870,183	909,652	924,614	947,577
<b>Contractual Services</b>	832,912	1,301,446	1,268,320	1,645,769
<b>Commodities</b>	473,911	558,369	564,764	688,915
<b>Capital Expenditures</b>	37,022	375,500	375,500	325,000
<b>Total Transportation Fund</b>	2,214,028	3,144,967	3,133,198	3,607,261

**\*\* NOTE:** Please refer to the Strategic Plan section for specific goals for this department.

## Departmental Budgets: Finance

### Budget Summary

The Finance Department manages the financial transactions of the City. They also provide various internal services for all departments. The following Finance divisions were combined into one for simplicity purposes in 2009: (1) Accounts and Reports, which consists of accounting, auditing, reporting, payroll, accounts payable, management of debt service, and responsibility for city assets, (2) Budget, both capital & operating, (3) Cash Management, which is responsible for all cash intake for the city, including utility billing, tourism tax, business licenses, and management of cash assets and investments, and (4) Purchasing, which is responsible to administer the city's procurement process.

The Finance division also administers and oversees the Branson Convention Center budget, and is responsible for overseeing all Non-Departmental funds. These expenditures are not related to any specific department and are accounted for in the Non-Departmental miscellaneous budget. The use of this specific budget is a further step in properly separating true costs related to actual cost centers. When non-departmental expenditures are combined with program costs, it is difficult for the administration, elected officials and citizens to realize the cost of city programs. The costs identified in this budget are "fixed" costs that are not program specific and will not necessarily dissipate with the discontinuation of a particular program.



**Mission Statement:** The Finance Department is committed to responsible stewardship of all city resources through effective financial management and internal control, assuring the City of Branson the highest level of financial stability possible. The Department is dedicated to equal and fair treatment of all customers and visitors to the community. They are committed to fairly representing all City employees and exhibiting professional administration of all transactions.

<b>Finance Expenditures by Object</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Projections</b>	<b>2012 Budget</b>
<b>Personal Services</b>	<b>597,601</b>	<b>645,970</b>	<b>594,255</b>	<b>594,958</b>
<b>Contractual Services</b>	<b>58,565</b>	<b>92,403</b>	<b>83,630</b>	<b>88,900</b>
<b>Commodities</b>	<b>12,305</b>	<b>13,600</b>	<b>10,000</b>	<b>10,250</b>
<b>Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Finance</b>	<b>668,471</b>	<b>751,973</b>	<b>687,885</b>	<b>694,108</b>

<b>Non-Departmental - General Fund</b>				
<b>Expenditures by Object</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Projections</b>	<b>2012 Budget</b>
<b>Personal Services</b>	<b>5,061</b>	<b>12,828</b>	<b>12,828</b>	<b>0</b>
<b>Contractual Services</b>	<b>2,234,827</b>	<b>1,726,816</b>	<b>1,896,291</b>	<b>2,047,038</b>
<b>Commodities</b>	<b>2,654</b>	<b>3,500</b>	<b>700</b>	<b>5,050</b>
<b>Capital Expenditures</b>	<b>231,953</b>	<b>70,000</b>	<b>70,000</b>	<b>66,700</b>
<b>Debt</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75,035</b>
<b>Total Non-Departmental</b>	<b>2,474,495</b>	<b>1,813,144</b>	<b>1,979,819</b>	<b>2,193,823</b>

<b>Non-Departmental - Convention Center</b>				
<b>Expenditures by Object</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Projections</b>	<b>2012 Budget</b>
<b>Personal Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Contractual Services</b>	<b>5,385,970</b>	<b>5,700,901</b>	<b>5,683,837</b>	<b>6,042,323</b>
<b>Commodities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Non-Departmental</b>	<b>5,385,970</b>	<b>5,700,901</b>	<b>5,683,837</b>	<b>6,042,323</b>

**\*\* NOTE:** Please refer to the Strategic Plan section for specific goals for this department.

## Departmental Budgets: Fire

### Budget Summary

The Branson Fire Department is comprised of four (4) divisions: Administration, Operations, Technical Services and Emergency Management.

The Administration Division provides direct support to the operations and technical services divisions of the department. This division also maintains all records, files, research data, and assists the prevention division.

The Operations Division is charged with protection of life and property. Personnel in this division maintain a high level of skill and competency through aggressive training. They also assist in numerous public relations programs and life safety training.

The Technical Services Division is responsible for fire investigation of all accidental and incendiary fires, fire code inspections, special use permits, and public education programs.

The Emergency Management Division is directly charged with all disaster preparedness matters for the city. This includes development and updating city multi-hazard functional disaster plans; providing on-going disaster training for all city staff; and conducting disaster exercises. This division is also responsible for maintaining the city storm warning system.

City growth and other factors have created an average annual increase in emergency alarms in excess of the national average, which is ten percent (10%). This requires an upward adjustment for certain items in the budget, including the Firemen's Fund, which compensates our volunteer firefighters.



**Mission Statement:** Committed to providing prompt and reliable fire and life safety services to the citizens of Branson, promote an environment that encourages innovation and creativity from within, and maintain a positive relationship with the public.

<b>Fire Expenditures by Object</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Projections</b>	<b>2012 Budget</b>
<b>Personal Services</b>	<b>2,332,919</b>	<b>2,646,939</b>	<b>2,579,485</b>	<b>2,654,133</b>
<b>Contractual Services</b>	<b>121,203</b>	<b>101,130</b>	<b>99,230</b>	<b>108,040</b>
<b>Commodities</b>	<b>56,500</b>	<b>99,108</b>	<b>93,730</b>	<b>106,050</b>
<b>Capital Expenditures</b>	<b>0</b>	<b>82,325</b>	<b>68,000</b>	<b>90,420</b>
<b>Total Fire</b>	<b>2,510,622</b>	<b>2,929,502</b>	<b>2,840,445</b>	<b>2,958,643</b>

**\*\* NOTE:** Please refer to the Strategic Plan section for specific goals for this department.





## Departmental Budgets: Human Resources

### Budget Summary

The Human Resources Department is responsible for employee policies, benefits, training, classification and compensation, and recruitment. They also are responsible for the City's Risk Management functions. Human Resources is also charged with the management and administration of all municipal insurance, worker's compensation insurance, health benefits, retirement benefits, as well as health and wellness programs, safety programs, and maintaining awareness of and compliance with local, state and federal labor laws.

The City of Branson's number one asset is their employees, and it is the desire of the Human Resources Department to represent these employees to the best of their ability. They strive to keep the city current and up-to-date regarding compensation and employee benefit management, be instrumental in developing training programs, and to be a role model for employee motivation and morale-building to ensure the City of Branson continues to retain their employees.

All job openings are facilitated through the Human Resources Department, with the actual hiring process completed by the individual departments. All new employee orientation is also provided by the Human Resources Department.

Striving to exhibit professional administration of all transactions, the Human Resources Department administration and staff are professionals in their field, and stay up-to-date through training seminars and classes throughout the year.



Mission Statement: The Human Resources Department is committed to working together, listening, communicating, and striving for consistency and fairness in its decisions for all City employees, citizens and visitors of this community. They are committed to fairly representing all City employees and exhibiting professional administration of all transactions.

Human Resources Expenditures by Object	2010 Actual	2011 Budget	2011 Projections	2012 Budget
Personal Services	207,148	207,504	223,985	240,195
Contractual Services	45,536	87,369	82,765	74,650
Commodities	10,803	12,550	12,100	12,300
Capital Expenditures	0	0	0	0
<b>Total Human Resources</b>	<b>263,487</b>	<b>307,423</b>	<b>318,850</b>	<b>327,145</b>

**\*\* NOTE:** Please refer to the Strategic Plan section for specific goals for this department.



## Departmental Budgets: Information Technology

### Budget Summary

The Information Technology Department (IT) is responsible for the planning, implementation, and support of the city's Information Technology needs. The department consists of an IT Director, three Network Technicians, and an Office Assistant. IT is responsible for the equipment, networking, software, support, and phone systems of seven larger facilities and several smaller locations such as the campgrounds and waste water treatment plants. Operating hours for the department is from 8:00 am to 4:30 pm; however, after-hours support is available at all times from on-call staff for critical services.



**Mission Statement:** The Information Technology Department is determined to provide leadership in the IT field by providing quality support of the city's IT infrastructure and implementing new technologies to maximize the potential of the city's services to the public.

<b>Information Technology Expenditures by Object</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Projections</b>	<b>2012 Budget</b>
<b>Personal Services</b>	<b>255,903</b>	<b>315,018</b>	<b>285,232</b>	<b>312,202</b>
<b>Contractual Services</b>	<b>60,286</b>	<b>43,125</b>	<b>43,125</b>	<b>53,125</b>
<b>Commodities</b>	<b>50,580</b>	<b>44,590</b>	<b>51,590</b>	<b>61,590</b>
<b>Capital Expenditures</b>	<b>18,684</b>	<b>12,860</b>	<b>2,007</b>	<b>10,000</b>
<b>Total Information Technology</b>	<b>385,453</b>	<b>415,593</b>	<b>381,954</b>	<b>436,917</b>

**\*\* NOTE:** Please refer to the Strategic Plan section for specific goals for this department.



## **Departmental Budgets: Parks & Recreation**

### **Budget Summary**

The Parks and Recreation department consists of multiple operations. These include Administration, Parks Maintenance, Recreational Services, Facility Management and Parks Maintenance. Each operation has subordinate supervisors that report to the Parks Director and oversee a total of 18 full-time employees and 105 part-time and seasonal employees. The Parks Director is responsible for the overall direction, coordination and evaluation of these areas.

The Branson Parks & Recreation Department is responsible for the oversight of 16 parks that encompass 290 acres. These parks are very diverse and include small neighborhood parks with playgrounds, large parks with athletic fields and tennis courts and wilderness areas with hiking trails. The department also oversees the Don Gardner Par 3 golf course and the Branson Community Center, which are located next to each other.

The largest revenue producer for the department is the Branson Lakeside RV Park. This full service campground includes 160 full hook-up sites, fishing docks, boat ramp and on-site marina, restrooms and showers, laundry and WiFi. Open year round, the Branson Lakeside RV Park is a favorite among RV'ers coming to Branson, with many of our customers coming back year after year.

The highlight of the department is the Branson RecPlex, a 42 acre athletic complex that includes a large recreation center with a fitness center, indoor walking track, basketball courts, community meeting rooms, concessions and game room. Outdoor facilities include an aquatic park, baseball complex, soccer fields, picnic pavilions, large children's playground and walking paths. The RecPlex has quickly become a popular tournament destination, hosting nearly a dozen national and state tournaments and over 100 regional events, which have served to provide an economic boost to the community.

Program delivery is the heart and soul of what the department's mission conveys. Youth and adult programs such as baseball and softball, soccer, volleyball and basketball are very popular with high attendance. Opportunities for golf and tennis are also available as well as numerous special events throughout the year. A yearly Parks & Recreation magazine is published and mailed out to local households in the spring listing the yearly program activities and specific registration information.



**Mission Statement:** The Branson Parks & Recreation Department will be progressive, innovative and resourceful and will work in partnership with citizens to provide wholesome recreation opportunities for the enjoyment of all people in the community. We are committed to plan, develop and maintain quality parks and facilities to enhance the quality of life for the citizens of Branson.

<b>Parks &amp; Recreation Expenditures by Object</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Projections</b>	<b>2012 Budget</b>
<b>Personal Services</b>	<b>1,189,702</b>	<b>1,308,857</b>	<b>1,303,111</b>	<b>1,337,255</b>
<b>Contractual Services</b>	<b>559,478</b>	<b>614,813</b>	<b>580,096</b>	<b>643,887</b>
<b>Commodities</b>	<b>254,086</b>	<b>266,987</b>	<b>255,876</b>	<b>237,937</b>
<b>Capital Expenditures</b>	<b>16,855</b>	<b>33,900</b>	<b>70,900</b>	<b>80,500</b>
<b>Total Parks &amp; Recreation</b>	<b>2,020,121</b>	<b>2,224,557</b>	<b>2,209,983</b>	<b>2,299,579</b>

<b>Parks &amp; Recreation Expenditures by Program</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Projections</b>	<b>2012 Budget</b>
<b>Lakefront RV Park</b>	<b>283,169</b>	<b>251,324</b>	<b>311,512</b>	<b>351,556</b>
<b>Community Center</b>	<b>51,553</b>	<b>66,049</b>	<b>64,065</b>	<b>65,505</b>
<b>Swimming Pool</b>	<b>112,513</b>	<b>112,141</b>	<b>129,876</b>	<b>126,843</b>
<i>Swim Team</i>	<b>14,718</b>	<b>16,440</b>	<b>15,318</b>	<b>23,815</b>
<b>Golf Course</b>	<b>94,266</b>	<b>78,494</b>	<b>80,698</b>	<b>77,445</b>
<b>Park Programs</b>				
<i>Ball Programs</i>	<b>164,000</b>	<b>196,236</b>	<b>180,216</b>	<b>193,170</b>
<i>Recreation Complex</i>	<b>592,022</b>	<b>670,040</b>	<b>588,946</b>	<b>638,660</b>
<i>Rec/Plex Concessions</i>	<b>117,364</b>	<b>120,294</b>	<b>117,580</b>	<b>113,883</b>
<i>Rec/Plex Tournaments</i>	<b>14,974</b>	<b>28,000</b>	<b>12,291</b>	<b>20,200</b>
<i>Day Camp</i>	<b>46,180</b>	<b>54,512</b>	<b>47,003</b>	<b>55,314</b>
<i>Administration</i>	<b>248,543</b>	<b>309,473</b>	<b>313,957</b>	<b>316,731</b>
<b>Park Maintenance</b>	<b>280,819</b>	<b>321,554</b>	<b>348,521</b>	<b>316,457</b>
<b>Total Recreation Fund</b>	<b>2,020,121</b>	<b>2,224,557</b>	<b>2,209,983</b>	<b>2,299,579</b>

**\*\* NOTE:** Please refer to the Strategic Plan section for specific goals for this department.

## **Departmental Budgets: Planning & Development**

### **Budget Summary**

The Planning and Development Department is composed of four Divisions: the Planning Division, the Building Division, Code Enforcement Division, and the Administration Division. Each Division is designed to ensure the efficient use of land within the City and to provide its residents with a safe, livable, and functional community.

The Planning Division is responsible for implementing and updating the Community Plan 2030, annexations, zoning requests, special use requests, special event permits, and any other requests from the Board of Aldermen, Planning and Zoning Commission and the Board of Adjustment. The Planning Division is also responsible for the enforcement of the Landscape Ordinance. They review landscape plans; issue landscaping and land disturbance permits; and work with developers, land owners and business to encourage landscaping and conservation. They assist residents, businesses, and the city on the health and care of trees.

Code Enforcement Division handles the enforcement of the Sign Ordinance and verifies any complaints dealing with the Zoning Ordinance. They review each permit, handle temporary banner permits, and work with property owners to encourage compliance to the Code when complaints are received.

The Building Division is responsible for the areas of plan review and construction inspection. Construction inspection enforces the minimum standards adopted by the Board of Aldermen for construction inside the city limits of Branson. These standards regulate construction from a public safety, health and welfare aspect. They also work to secure safety to life and property from all hazards incident to the occupancy of building structures or premises. Another important component to the Building Division is the Plan Reviewer. The Plan Reviewer is responsible for checking all submitted drawings from professional architects and engineers to verify code compliance. All aspects of the process are reviewed from the ground up. The primary focus is also for the safety of life from fire and the ability for building occupants to exit a structure in cases of emergency.

The Administration Division is responsible for the day-to-day operation of the entire department. They process and issue applications and permits as well as take care of the “walk-in” traffic and phone calls that come into the department. This division is responsible for maintenance of records, contracts and grant management. The Administration Division also manages the department’s budget and assists the Planning, Building, and Code Enforcement Divisions.



**Mission Statement:** As the development and enforcement agency for all codes related to building, planning and zoning, the Planning and Development Department is dedicated to better customer service through a renewed commitment to being firm, fair, consistent, cooperative partners, when serving the citizens of Branson. We are committed to providing leadership in developing, implementing, and facilitating the City’s policies, goals, objectives, and values in recognition and in response to diverse staff and community needs.

<b>Planning &amp; Development Expenditures by Object</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Projections</b>	<b>2012 Budget</b>
<b>Personal Services</b>	<b>681,820</b>	<b>744,309</b>	<b>750,991</b>	<b>743,442</b>
<b>Contractual Services</b>	<b>151,644</b>	<b>144,079</b>	<b>99,409</b>	<b>85,323</b>
<b>Commodities</b>	<b>9,078</b>	<b>7,750</b>	<b>8,245</b>	<b>38,806</b>
<b>Capital Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Planning &amp; Development</b>	<b>842,542</b>	<b>896,138</b>	<b>858,645</b>	<b>867,571</b>

**\*\* NOTE:** Please refer to the Strategic Plan section for specific goals for this department.



## Departmental Budgets: Police

### Budget Summary

The Police Department is comprised of three (3) divisions: Administration, Operations/Support Services, and Investigations. All divisions work independently and collectively to ensure and promote the safety and protection of residents and visitors to the City of Branson. While enforcement is a major function of law enforcement, the Branson Police Department also offers a pro-active approach to crime prevention and community safety by offering safety seminars and citizen awareness training. The overall goal of the department is to help build and maintain a safe community for our residents and visitors.

The Administration division is responsible for the overall operation of the Police Department. It is responsible for all personnel activities, including discipline, safety, conduct, work performance, assignment, selection and promotion. They are also responsible for the maintenance of all police records, the establishment of case files for the department, etc. This division prepares and administers the annual budget for the police department.

The Operations/Support Services division responds to all calls for service, patrols all areas of the city, investigates vehicle accidents, and conducts investigations of crime reports to name a few of their duties. Personnel assigned to this division:

- Provide bailiff services for Branson Municipal Court.
- Operate the city jail.
- Supervise all evidence collected and insure it is handled in accordance with State Statute and processed by the Crime Lab as needed.
- Are responsible for the Communications Center which handles all non-emergency and incoming 911 calls.

Officers in the Support Services section conduct department training, D.A.R.E. school programs, and assist with business license enforcement.

The Investigations division assignments include:

- Conducting follow-up investigations on all cases when it is necessary.
- Having responsibility for major crime scenes and subsequent investigation.
- Planning and executing crime prevention programs as well as those designed to detect and apprehend suspects and to protect and recover property.
- Working with outside agencies investigating related cases and executing the apprehension of suspects.



Mission Statement: The Branson Police Department is Committed to providing effective law enforcement to our community with Courage and Integrity.

<b>Police Expenditures by Object</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Projections</b>	<b>2012 Budget</b>
<b>Personal Services</b>	<b>3,168,943</b>	<b>3,583,041</b>	<b>3,465,868</b>	<b>3,581,922</b>
<b>Contractual Services</b>	<b>222,417</b>	<b>175,056</b>	<b>103,151</b>	<b>116,413</b>
<b>Commodities</b>	<b>61,715</b>	<b>68,044</b>	<b>34,830</b>	<b>71,960</b>
<b>Capital Expenditures</b>	<b>16,699</b>	<b>700</b>	<b>18,500</b>	<b>139,000</b>
<b>Total Police</b>	<b>3,469,774</b>	<b>3,826,841</b>	<b>3,622,349</b>	<b>3,909,295</b>

**\*\* NOTE:** Please refer to the Strategic Plan section for specific goals for this department.

## **Departmental Budgets: Utilities**

### **Budget Summary**

The Utilities Department is structured with four main divisions responsible for the operations and maintenance of all city water and sewer infrastructure. The four divisions are Administrative, Water Treatment, Water Distribution/Sewer Collection and Wastewater Treatment. The department has a total staff of forty-six employees that handle a variety of functions on a daily basis. This department performs customer service to over 4,439 water customers and 7,900 sewer customers.

Personnel in the Administrative division are responsible for all records retention, contract management for the department, training programs, reporting of test data to required state and federal regulatory agencies, addressing customer concerns, evaluating employees work performance, new employee selections and numerous other daily functions. The staff carefully evaluates the impact of new connections to the water and sewer system infrastructure under the department plan review process. The Utilities Administrative staff works to find and implement efficiencies in operations within the department and will continue to do so in 2012.

The Water Treatment division produces over 1.26 billion gallons of safe drinking water, on an annual basis, through the city's two state of the art surface water treatment plants and seven ground water wells. The operational staff consists of state certified supervisory and operations personnel covering operations seven days per week 24 hours per day.

The Water Distribution/Sewer Collection division is responsible for the maintenance and repair of 97 miles of water distribution lines and 213 miles of sewer collection lines. This division also maintains the water metering system for all City water customers. In 2010, this division began a water meter change-out program that will continue in the fiscal year 2012. This critical program will improve accuracy of the metering system and generate accurate revenues for water consumed to fund the costs of operations and maintenance of the city's water and sewer systems. Sewer Collection personnel began a structured maintenance and repair program of the city's sewer collection system in 2011. Additional equipment will be purchased in 2012 to expand these efforts.

The Wastewater Treatment division treats over 1.6 billion gallons of sewer per year from areas inside and outside the existing city limits. This division operates two biological activated sludge wastewater treatment plants and maintains, currently, 47 sewer lift stations necessary to convey wastewater flows through the hilly terrain to the plants. A state certified supervisory, operations and maintenance staff operates the facilities 24 hours per day seven days per week. In 2012, this division will continue working with partnering entities towards the implementation of a regional wastewater sludge drying facility having the ability to convert current wastewater sludge to a Class "A" BioSolids product that is safer for the environment and more user-friendly.

In 2011, the Utilities Division performed necessary operations, began to implement needed maintenance programs and began funding operational capital through user rates. The department performed these functions within budget and no funds from other sources were required to subsidize costs.



Mission Statement: The Utilities Department is committed in providing professional customer service to those visiting the area and those who make this community home. We will consistently provide safe public drinking water for our visitors and citizens. Our wastewater collection and treatment systems will be operated to produce the highest quality effluent possible in order to protect our lakes and streams for the enjoyment of future generations.

<b>Operating - Water &amp; Sewer</b>				
<b>Fund</b>				
<b>Expenditures by Object</b>	<b>2010 Actual</b>	<b>2011 Budget</b>	<b>2011 Estimated</b>	<b>2012 Budget</b>
<b>Personal Services</b>	<b>2,509,383</b>	<b>2,848,920</b>	<b>2,833,662</b>	<b>2,935,167</b>
<b>Contractual Services</b>	<b>1,481,391</b>	<b>2,163,070</b>	<b>1,948,380</b>	<b>2,234,935</b>
<b>Commodities</b>	<b>679,637</b>	<b>798,199</b>	<b>729,544</b>	<b>839,445</b>
<b>Depreciation</b>	<b>3,520,297</b>	<b>3,412,000</b>	<b>3,711,504</b>	<b>3,724,000</b>
<b>Capital</b>	<b>0</b>	<b>9,206</b>	<b>0</b>	<b>0</b>
<b>Total Utilities - Water &amp; Sewer</b>	<b>8,190,708</b>	<b>9,231,395</b>	<b>9,223,090</b>	<b>9,733,547</b>

**\*\* NOTE:** Please refer to the Strategic Plan section for specific goals for this department.

## 5 Year Capital Budget

FY-2012		FY-2012	
CAPITAL REVENUES		CAPITAL EXPENDITURES	
<b>GENERAL FUND</b>		<b>TOURISM FUND</b>	
Beginning Fund Balance	\$4,908,033	Veterans Blvd. Bridge Rehab	\$986,000
Current Revenues	\$17,619,872	Intersection Imp. Gretna @ Wildwood	\$35,000
Current Expenditures	(\$14,274,144)	Transportation Master Plan	\$400,000
Transfer in from Tourism	\$115,000	Downtown Reconst & Landscape	\$425,000
Capital Equipment	(\$254,420)	<b>TOTAL</b>	<b>\$1,846,000</b>
Transfer (out) to Capital Funds	\$0	<b>TRANSPORTATION FUND</b>	
Transfer (out) to Debt/BCC/Pks	(\$3,957,212)	Pedestrian Improvements & Trails	\$500,000
<b>TOTAL</b>	<b>\$2,854,829</b>	Nature Center Parking Lot	\$99,500
	\$4,068,131	Compton Fuel Tank Replacement	\$150,000
<b>TOURISM FUND--Capital Infrastructure Only</b>		Fuel System	\$20,000
Beginning Fund Balance	\$13,400,467	Salt Storage Structure	\$40,000
Current Revenues	\$8,328,262	Traffic Signal Improvements	\$200,000
Current Expenditures	(\$81,000)	Street System ADA Rehabilitation	\$20,000
Current Expenditures--Debt W&S	(\$5,241,835)	Stormwater Improvement	\$150,000
Transfer (out) to Capital Projects	(\$115,000)	<b>TOTAL</b>	<b>\$1,179,500</b>
Transfer (out) to W&S Capital Project	\$0	<b>WATER &amp; SEWER LARGE CAPITAL FUND (145)</b>	
<b>TOTAL</b>	<b>\$16,290,894</b>	Cooper Creek WWTP Design/Legal	\$200,000
<b>TRANSPORTATION FUND</b>		Construct Gravity Sewer-Whisper Cove	\$36,000
Beginning Fund Balance	\$1,621,567	Radio Read System	\$385,000
Current Revenues	\$5,406,438	Cooper Creek Upgrade Engineering	\$345,000
Current Expenditures	(\$3,607,261)	Meadows Water Tr. Plant Expansion	\$250,000
Transfer (out) to Capital Equipment	\$0	Water Lines Recommended by M. Plan	\$303,000
Transfer (out) to Capital Projects	\$0	<b>TOTAL</b>	<b>\$1,519,000</b>
Transfer (out) to Debt Fund	(\$2,372,400)	<b>WATER &amp; SEWER SMALL CAPITAL (146)</b>	
<b>TOTAL</b>	<b>\$1,048,344</b>	Replace ABS Pump @ Cooper Creek V	\$50,000
<b>CAPITAL EQUIPMENT--INTERNAL SERVICE FUND</b>		Portable Camera System Sewer Collect	\$85,000
Beginning Fund Balance	\$0	Cliff Drive WTP High Service Pump	\$25,000
Current Rev. from Transportation Fur	\$0	Replace 3 Odor Control Unit Blowers	\$54,000
Transfer from GF Capital Reserves	\$0	Crane & Truck	\$80,000
Current Expenditures	\$0	Four Wheel Drive Utility Vehicle	\$15,000
<b>TOTAL</b>	<b>\$0</b>	Hoffman Blower Replace @ Compton	\$15,000
<b>CAPITAL PROJECTS FUND</b>		Rebuild High Service Pump #2-Meadow	\$28,000
Beginning Fund Balance	\$3,540,587	Vehicle Replace Unit #149	\$30,000
Current Revenues	\$0	Paint Clarifiers @ Cooper Creek WWTF	\$80,000
Current Capital Expenditures	(\$3,025,500)	Radio System Upgrade Narrowbanding	\$55,000
Transfer in from GF	\$0	Rebuild Pump Lift Station #17	\$45,000
Transfer in from Tourism	\$0	Sewer Collection System Rehab	\$627,900
Transfer in from Transportation	\$0	Vehicle Replace Unit #150	\$50,000
<b>TOTAL</b>	<b>\$515,087</b>	Water Main Upgrades	\$93,000
<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>		Water Meter Replacement	\$739,000
Beginning Fund Balance	\$2,016,238	Water Tower Aviation Lighting	\$25,000
County Grant	\$345,000	Groundwater Well Eval & Rep Well #10	\$20,000
Sewer Capacity Fees	\$80,049	Vehicle Replace Unit #48	\$25,000
Current Capital Infrastructure	(\$1,519,000)	<b>TOTAL</b>	<b>\$2,141,900</b>
Transfer in from Tourism Fund	\$0	<b>CAPITAL EQUIPMENT - GF</b>	
<b>TOTAL</b>	<b>\$922,287</b>	Fire Radio Narrowbanding	\$85,420
<b>WATER &amp; SEWER SMALL CAPITAL FUND</b>		Police Vehicles #3, 8, 17	\$90,000
Beginning Fund Balance	\$641,900	City Clerk Records Management Softwa	\$30,000
Current Capital Equip & Vehicles	(\$2,141,900)	Police Narrowbanding	\$49,000
Transfer in from W&S Operations	\$1,500,000	<b>TOTAL</b>	<b>\$254,420</b>
<b>TOTAL</b>	<b>\$0</b>	<b>CAPITAL EQUIPMENT-TRANS &amp; PK FUND</b>	
		Campground Shower House Improvem	\$51,000
		Campground Site Imp Phase 2-Pads	\$20,000
		Asphalt Infrared Pavement Rehab. Mac	\$45,000
		PW Vehicle #46, 95	\$200,000
		PW Radio Comm (Narrowbanding)-Trai	\$40,000
		PW Sign Shop Plotter/Cutter--Transport	\$20,000
		PW MUTCD Signage Upgrade-Transpc	\$20,000
		<b>TOTAL</b>	<b>\$396,000</b>

1% increase in Revenues &amp; NO Increase in Expenditures

FY-2013		FY-2013	
<u>CAPITAL REVENUES</u>		<u>CAPITAL EXPENDITURES</u>	
<b>GENERAL FUND</b>		<b>TOURISM FUND</b>	
Beginning Fund Balance	\$4,157,129	Intersection Imp. Wildwood @ Gretna	\$250,000
Current Revenues	\$18,106,071	Pedestrian Improvements & Trails	\$200,000
Current Expenditures	(\$14,274,144)	Downtown Reconst & Landscape	\$880,000
Transfer In from Tourism	\$115,000	<b>TOTAL</b>	<b>\$1,330,000</b>
Capital Equipment	\$0		
Transfer (out) to Capital Funds	\$0	<b>TRANSPORTATION FUND-Capital</b>	
Transfer (out) to Debt/BCC/Pks	(\$4,751,127)	Storm Water Improvement Study	\$75,000
<b>TOTAL</b>	<b>\$2,854,829</b>	Street System ADA Rehabilitation	\$20,000
	<b>\$4,282,243</b>	<b>TOTAL</b>	<b>\$95,000</b>
<b>TOURISM FUND--Capital Infrastructure Only</b>		<b>TRANSPORTATION FUND-Operations</b>	
Beginning Fund Balance	\$16,290,894	PW Vehicle Replace Unit #99	\$55,000
Current Revenues	\$8,416,878	PW Backhoe Replace	\$80,000
Current Expenditures	(\$81,000)	<b>TOTAL</b>	<b>\$135,000</b>
Current Expenditures--Debt W&S	(\$5,180,073)		
Transfer (out) to General Fund	(\$115,000)	<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>	
Transfer (out) to Capital Projects	(\$814,913)	Whisper Cove Gravity Sewer Const	\$360,000
Transfer (out) to W&S Capital Projects	(\$1,952,713)	Cooper Creek WWTP Expansion	\$725,000
<b>TOTAL</b>	<b>\$16,564,073</b>	Lift Sta. 19 Gravity Sewer Ext.	\$220,000
		Lift Sta. 10 Upgrade	\$275,000
<b>TRANSPORTATION FUND</b>		16" Water Line (Water Master Plan)	\$1,420,000
Beginning Fund Balance	\$1,048,344	<b>TOTAL</b>	<b>\$3,000,000</b>
Current Revenues	\$5,460,502		
Current Expenditures	(\$3,417,261)	<b>WATER &amp; SEWER SMALL CAPITAL</b>	
Transfer (out) to Capital Equipment	\$0	8" Portable Sewage Pump	\$45,000
Transfer (out) to Capital Projects	(\$95,000)	Air Compressor Replacement	\$20,000
Transfer (out) to Debt Fund	(\$2,121,000)	Rebuild Cliff Drive High Service Pump	\$25,000
<b>TOTAL</b>	<b>\$875,585</b>	Dump Truck & Bed Unit #47	\$60,000
		Vehicle Replace Units #178/198	\$50,000
<b>CAPITAL EQUIPMENT--INTERNAL SERVICE FUND</b>		Mini Excavator	\$65,000
Beginning Fund Balance	\$0	PRV Upgrades	\$50,000
Current Rev. from Transportation Func	\$0	Rebuild Pump Lift Sta. 21	\$45,000
Transfer from GF Capital Reserves	\$0	Sewer Collection System Rehab	\$350,000
Current Expenditures	\$0	Water Main Upgrades	\$80,000
<b>TOTAL</b>	<b>\$0</b>	Water Meter Replacement	\$350,000
		Water Distribution & Sewer Coll Shop	\$410,000
<b>CAPITAL PROJECTS FUND</b>		<b>TOTAL</b>	<b>\$1,550,000</b>
Beginning Fund Balance	\$515,087		
Current Revenues	\$0		
Current Capital Expenditures	(\$1,425,000)		
Transfer in from GF	\$0		
Transfer in from Tourism	\$814,913		
Transfer in from Transportation	\$95,000		
<b>TOTAL</b>	<b>\$0</b>		
<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>			
Beginning Fund Balance	\$922,287		
County Grant	\$0		
Sewer Capacity Fees	\$125,000		
Current Capital Infrastructure	(\$3,000,000)		
Transfer in from Tourism Fund	\$1,952,713		
<b>TOTAL</b>	<b>\$0</b>		
<b>WATER &amp; SEWER SMALL CAPITAL FUND</b>			
Beginning Fund Balance	\$0		
Current Capital Equip & Vehicles	(\$1,550,000)		
Transfer in from W&S Operations	\$1,550,000		
<b>TOTAL</b>	<b>\$0</b>		

1% increase in Revenues &amp; NO Increase in Expenditures

FY-2014		FY-2014	
<u>CAPITAL REVENUES</u>		<u>CAPITAL EXPENDITURES</u>	
<b>GENERAL FUND</b>		<b>TOURISM FUND</b>	
Beginning Fund Balance	\$3,352,929	Downtown Reconst & Landscape	\$880,000
Current Revenues	\$18,287,132	Traffic Signal Improvements	\$200,000
Current Expenditures	(\$14,270,140)	Pedestrian Improvements	\$200,000
Transfer in from Tourism	\$115,000	<b>TOTAL</b>	<b>\$1,280,000</b>
Capital Equipment	\$0		
Transfer (out) to Capital Funds	\$0	<b>TRANSPORTATION FUND-Capital</b>	
Transfer (out) to Debt/BCC/Pks	(\$4,651,127)	Storm Water Improvement Study	\$20,000
<b>TOTAL</b>	<b>\$2,854,028</b>	<b>TOTAL</b>	<b>\$20,000</b>
	\$4,281,042		
<b>TOURISM FUND--Capital Infrastructure Only</b>		<b>TRANSPORTATION FUND-Operation</b>	
Beginning Fund Balance	\$16,564,073	PW Dump Truck Snow Plow Replace	\$20,000
Current Revenues	\$8,493,628	Public Works Vehicle Replacement L	\$40,000
Current Expenditures	(\$81,000)	<b>TOTAL</b>	<b>\$60,000</b>
Current Expenditures--Debt W&S	(\$5,038,856)		
Transfer (out) to General Fund	(\$115,000)	<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>	
Transfer (out) to Capital Projects	(\$1,280,000)	Cooper Creek WWTP Expansion	\$725,000
Transfer (out) to W&S Capital Projec	(\$2,135,000)	Lift Sta. 14 Gravity Sewer Extension	\$370,000
<b>TOTAL</b>	<b>\$16,407,845</b>	Lift Sta. 34 Upgrade	\$240,000
		8" Water Line-Water Master Plan	\$925,000
<b>TRANSPORTATION FUND</b>		<b>TOTAL</b>	<b>\$2,260,000</b>
Beginning Fund Balance	\$875,586		
Current Revenues	\$5,515,107	<b>WATER &amp; SEWER SMALL CAPITAL</b>	
Current Expenditures	(\$3,358,672)	4th Sludge Truck	\$135,000
Transfer (out) to Capital Equipment	\$0	Vehicle Replace Unit #186	\$23,000
Transfer (out) to Capital Projects	(\$20,000)	PRV Rehabilitation	\$100,000
Transfer (out) to Debt Fund	(\$2,121,000)	Water Dist. & Sewer Coll. Eq. Bays	\$200,000
<b>TOTAL</b>	<b>\$891,021</b>	Aearator Gear Box Cooper Creek	\$140,000
<b>CAPITAL EQUIPMENT--INTERNAL SERVICE FUND</b>		Sewer Collection System Rehab	\$350,000
Beginning Fund Balance	\$0	Sewer Rodding Machine Replace	\$50,000
Current Rev. from Transportation Fun	\$0	Water Main Upgrades/Improvements	\$125,000
Transfer from GF Capital Reserves	\$0	Water Meter Replacement	\$150,000
Current Expenditures	\$0	<b>TOTAL</b>	<b>\$1,273,000</b>
<b>TOTAL</b>	<b>\$0</b>		
<b>CAPITAL PROJECTS FUND</b>			
Beginning Fund Balance	\$0		
Current Revenues	\$0		
Current Capital Expenditures	(\$1,300,000)		
Transfer in from GF	\$0		
Transfer in from Tourism	\$1,280,000		
Transfer in from Transportation	\$20,000		
<b>TOTAL</b>	<b>\$0</b>		
<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>			
Beginning Fund Balance	\$0		
County Grant	\$0		
Sewer Capacity Fees	\$125,000		
Current Capital Infrastructure	(\$2,260,000)		
Transfer in from Tourism Fund	\$2,135,000		
<b>TOTAL</b>	<b>\$0</b>		
<b>WATER &amp; SEWER SMALL CAPITAL FUND</b>			
Beginning Fund Balance	\$0		
Current Capital Equip & Vehicles	(\$1,273,000)		
Transfer in from W&S Operations	\$1,700,000		
<b>TOTAL</b>	<b>\$427,000</b>		

1% increase in Revenues &amp; .5% Increase in Expenditures

FY-2015		FY-2015	
<u>CAPITAL REVENUES</u>		<u>CAPITAL EXPENDITURES</u>	
<b>GENERAL FUND</b>		<b>TOURISM FUND</b>	
Beginning Fund Balance	\$2,833,794	Downtown Reconst & Landscape	\$880,000
Current Revenues	\$18,470,003	Stormwater Master Plan	\$300,000
Current Expenditures	(\$14,341,491)	Pedestrian Improvements	\$200,000
Transfer In from Tourism	\$115,000	<b>TOTAL</b>	<b>\$1,380,000</b>
Capital Equipment	\$0		
Transfer (out) to Capital Funds	\$0	<b>TRANSPORTATION FUND-Capital</b>	
Transfer (out) to Debt/BCC/Pks	(\$4,551,127)	Storm Water Improvement Study	\$75,000
<b>TOTAL</b>	<b>\$2,868,298</b>	<b>TOTAL</b>	<b>\$75,000</b>
	<b>\$4,302,447</b>		
<b>TOURISM FUND--Capital Infrastructure Only</b>		<b>TRANSPORTATION FUND-Operations</b>	
Beginning Fund Balance	\$16,407,845	PW Vehicle Replace Unit #165	\$25,000
Current Revenues	\$8,571,145	<b>TOTAL</b>	<b>\$25,000</b>
Current Expenditures	(\$81,000)		
Current Expenditures--Debt W&S	(\$4,935,987)	<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>	
Transfer (out) to General Fund	(\$115,000)	Cooper Creek Sewer Plant Expansion	\$2,000,000
Transfer (out) to Capital Projects	(\$1,380,000)	Lift Sta. #13 Gravity Sewer Ext.	\$325,000
Transfer (out) to W&S Capital Projec	(\$2,200,000)	<b>TOTAL</b>	<b>\$2,325,000</b>
<b>TOTAL</b>	<b>\$16,267,003</b>		
<b>TRANSPORTATION FUND</b>		<b>WATER &amp; SEWER SMALL CAPITAL</b>	
Beginning Fund Balance	\$891,021	Replace Compton Dr Chlorine Feeders	\$40,000
Current Revenues	\$5,570,259	Mulching Machine	\$170,000
Current Expenditures	(\$3,340,166)	Sewer Collections System Rehab	\$350,000
Transfer (out) to Capital Equipment	\$0	Vehicle Replace Unit #69	\$135,000
Transfer (out) to Capital Projects	(\$75,000)	Vehicle Replace Unit #197	\$35,000
Transfer (out) to Debt Fund	(\$2,121,000)	Vehicle Replace Unit #124	\$25,000
<b>TOTAL</b>	<b>\$925,114</b>	Water Main Upgrades/Improve	\$125,000
		Water Meter Replacement	\$100,000
<b>CAPITAL EQUIPMENT--INTERNAL SERVICE FUND</b>		<b>TOTAL</b>	<b>\$980,000</b>
Beginning Fund Balance	\$0		
Current Rev. from Transportation Fun	\$0		
Transfer from GF Capital Reserves	\$0		
Current Expenditures	\$0		
<b>TOTAL</b>	<b>\$0</b>		
<b>CAPITAL PROJECTS FUND</b>			
Beginning Fund Balance	\$0		
Current Revenues	\$0		
Current Capital Expenditures	(\$1,455,000)		
Transfer in from GF	\$0		
Transfer in from Tourism	\$1,380,000		
Transfer in from Transportation	\$75,000		
<b>TOTAL</b>	<b>\$0</b>		
<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>			
Beginning Fund Balance	\$0		
County Grant	\$0		
Sewer Capacity Fees	\$125,000		
Current Capital Infrastructure	(\$2,325,000)		
Transfer in from Tourism Fund	\$2,200,000		
<b>TOTAL</b>	<b>\$0</b>		
<b>WATER &amp; SEWER SMALL CAPITAL FUND</b>			
Beginning Fund Balance	\$427,000		
Current Capital Equip & Vehicles	(\$980,000)		
Transfer in from W&S Operations	\$1,750,000		
<b>TOTAL</b>	<b>\$1,197,000</b>		

1% increase in Revenues &amp; .5% Increase in Expenditures



FY-2016		FY-2016	
<u>CAPITAL REVENUES</u>		<u>CAPITAL EXPENDITURES</u>	
<b>GENERAL FUND</b>		<b>TOURISM FUND</b>	
Beginning Fund Balance	\$2,526,179	Downtown Reconst & Landscape	\$880,000
Current Revenues	\$18,654,703	Stormwater Master Plan	\$200,000
Current Expenditures	(\$14,413,198)	Pedestrian Improvements	\$200,000
Transfer In from Tourism	\$115,000	<b>TOTAL</b>	<b>\$1,280,000</b>
Capital Equipment	\$0		
Transfer (out) to Capital Funds	\$0	<b>TRANSPORTATION FUND-Capital</b>	
Transfer (out) to Debt/BCC/Pks	(\$4,551,127)	Storm Water Improvement Study	\$20,000
<b>TOTAL</b>	<b>\$2,882,640</b>	Francis Street Extension	\$500,000
	\$4,323,959	<b>TOTAL</b>	<b>\$520,000</b>
<b>TOURISM FUND--Capital Infrastructure Only</b>		<b>TRANSPORTATION FUND-Operations</b>	
Beginning Fund Balance	\$16,267,004	PW Vehicle Repl. 53,45,146,133,170	\$191,000
Current Revenues	\$8,644,900	<b>TOTAL</b>	<b>\$191,000</b>
Current Expenditures	(\$81,000)		
Current Expenditures--Debt W&S	(\$4,887,301)	<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>	
Transfer (out) to General Fund	(\$115,000)	Cooper Creek Sewer Plant Expansion	\$2,000,000
Transfer (out) to Capital Projects	(\$1,280,000)	Lift Sta. #15 Gravity Sewer Ext.	\$506,000
Transfer (out) to W&S Capital Projec	(\$2,506,000)	<b>TOTAL</b>	<b>\$2,506,000</b>
<b>TOTAL</b>	<b>\$16,042,603</b>		
<b>TRANSPORTATION FUND</b>		<b>WATER &amp; SEWER SMALL CAPITAL</b>	
Beginning Fund Balance	\$925,114	Replacement of 45K Generator	\$45,000
Current Revenues	\$5,625,961	Vehicle Replace Unit #219	\$23,000
Current Expenditures	(\$3,522,741)	Vehicle Replace Unit #221	\$23,000
Transfer (out) to Capital Equipment	\$0	Sewer Collection System Rehab	\$350,000
Transfer (out) to Capital Projects	(\$520,000)	Vehicle Replace Unit #218	\$30,000
Transfer (out) to Debt Fund	(\$2,121,000)	Water Main Upgrades	\$125,000
<b>TOTAL</b>	<b>\$387,334</b>	Water Meter Replacement	\$100,000
		Vehicle Replace Unit #217	\$40,000
<b>CAPITAL EQUIPMENT--INTERNAL SERVICE FUND</b>		<b>TOTAL</b>	<b>\$736,000</b>
Beginning Fund Balance	\$0		
Current Rev. from Transportation Fun	\$0		
Transfer from GF Capital Reserves	\$0		
Current Expenditures	\$0		
<b>TOTAL</b>	<b>\$0</b>		
<b>CAPITAL PROJECTS FUND</b>			
Beginning Fund Balance	\$0		
Current Revenues	\$0		
Current Capital Expenditures	(\$1,800,000)		
Transfer in from GF	\$0		
Transfer in from Tourism	\$1,280,000		
Transfer in from Transportation	\$520,000		
<b>TOTAL</b>	<b>\$0</b>		
<b>WATER &amp; SEWER LARGE CAPITAL FUND</b>			
Beginning Fund Balance	\$0		
County Grant	\$0		
Sewer Capacity Fees	\$0		
Current Capital Infrastructure	(\$2,506,000)		
Transfer in from Tourism Fund	\$2,506,000		
<b>TOTAL</b>	<b>\$0</b>		
<b>WATER &amp; SEWER SMALL CAPITAL FUND</b>			
Beginning Fund Balance	\$1,197,000		
Current Capital Equip & Vehicles	(\$736,000)		
Transfer in from W&S Operations	\$1,850,000		
<b>TOTAL</b>	<b>\$2,311,000</b>		

1% increase in Revenues &amp; .5% Increase in Expenditures



## Fund Summaries

City of Branson

2012 Annual Budget

<i>Combined Statement of Budgeted Revenues and Expenditures - General Fund</i>	<b>2010 ACTUAL</b>	<b>2011 BUDGET</b>	<b>2011 PROJECTED</b>	<b>2012 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	7,487,427	5,555,697	5,555,697	4,833,033
<b>REVENUES:</b>				
Taxes & Franchise Fees	13,807,550	13,462,527	13,947,597	14,266,120
Licenses and Permits	594,662	581,850	602,098	591,300
Court Receipts	721,396	725,000	470,000	470,000
Lease and Rents	1,299,524	1,279,000	1,299,813	1,302,061
Charges for Services	543,015	740,940	809,515	822,591
Intergovernmental	94,788	50,925	43,500	9,800
Interest Income	24,046	30,000	57,800	57,000
Bond Proceeds	0	0	0	0
Misc. Revenue	149,260	108,500	103,926	101,000
<b>TOTAL REVENUE</b>	17,234,241	16,978,742	17,334,249	17,619,872
<b>TOTAL AVAILABLE FUNDS</b>	24,721,668	22,534,439	22,889,946	22,452,905
<b>EXPENDITURES</b>				
Mayor & Board	61,836	86,385	66,489	97,520
City Administration	434,818	476,024	470,561	484,238
City Clerk	259,482	334,063	317,443	344,829
Municipal Court	296,945	343,897	325,468	332,437
Public Information	102,738	111,783	107,289	0
IT	385,453	415,593	381,954	436,917
Legal	953,104	760,791	737,217	670,290
Finance	668,472	751,973	687,885	694,108
Human Resources	263,487	307,423	318,850	327,145
Police	3,469,774	3,826,841	3,622,349	3,909,295
Fire	2,510,622	2,929,502	2,840,445	2,958,643
Public Works	914,501	1,027,849	1,042,948	649,452
Planning & Development	842,542	896,138	858,645	867,571
Engineering	614,198	526,200	476,185	512,296
Health Department				
Debt Service--Principal, Interest & Fiscal Charges				
Non-Depart.	2,474,495	1,813,144	1,979,819	2,193,823
<b>TOTAL EXPENDITURES</b>	14,252,468	14,607,606	14,233,547	14,478,564
<b>Other Fin. Sources</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	-4,913,504	-3,334,888	-3,823,366	-3,913,212
<b>ENDING UNRESERVED FUND BALANCE</b>	5,555,697	4,591,945	4,833,033	4,061,129

## City of Branson

## 2012 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - Convention Center Fund</b>	<b>2010 ACTUAL</b>	<b>2011 BUDGET</b>	<b>2011 PROJECTED</b>	<b>2012 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	506,676	551,028	551,028	551,029
<b>REVENUES:</b>				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Lease and Rents				
Charges for Services	4,637,819	4,873,086	4,867,747	5,291,044
Intergovernmental				
Interest Income				
Bond Proceeds				
Misc. Revenue				
<b>TOTAL REVENUE</b>	4,637,819	4,873,086	4,867,747	5,291,044
<b>TOTAL AVAILABLE FUNDS</b>	5,144,495	5,424,114	5,418,775	5,842,073
<b>EXPENDITURES</b>				
Mayor & Board				
City Administration				
Administrative Services				
Legal				
Finance				
Human Resources				
Police				
Fire				
Public Works				
Planning & Development				
Engineering				
Health				
Culture & Recreation				
Convention Center	5,385,970	5,700,901	5,683,837	6,042,323
Tourism				
Capital Outlay				
Debt Service--Principal				
Debt Service--Interest & Fiscal Charges				
Non-Departmental				
<b>TOTAL EXPENDITURES</b>	5,385,970	5,700,901	5,683,837	6,042,323
<b>Other Fin. Sources--Refunded Bonds</b>	0		0	0
<b>Transfers To/From Other Funds</b>	792,503	900,000	816,091	715,597
<b>ENDING UNRESERVED FUND BALANCE</b>	551,028	623,213	551,029	515,347

## City of Branson

## 2012 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - Tourism Fund</b>	<b>2010 ACTUAL</b>	<b>2011 BUDGET</b>	<b>2011 PROJECTED</b>	<b>2012 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	13,613,301	17,811,861	17,811,861	19,038,324
<b>REVENUES:</b>				
Taxes & Franchise Fees	11,731,735	11,696,995	11,331,000	11,218,790
Licenses and Permits				
Court Receipts				
Lease and Rents				
Charges for Services				
Intergovernmental				
Interest Income	737,124	755,076	693,000	699,930
Bond/Loan Proceeds	15,436,623	4,956,636	4,956,636	
Misc. Revenue				0
<b>TOTAL REVENUE</b>	27,905,482	17,408,707	16,980,636	11,918,720
<b>TOTAL AVAILABLE FUNDS</b>	41,518,783	35,220,568	34,792,497	30,957,044
<b>EXPENDITURES</b>				
Mayor & Board				
City Administration				
Administrative Services				
Legal				
Finance				
Human Resources				
Police				
Fire				
Public Works				
Planning & Development				
Engineering				
Health				
Culture & Recreation				
Tourism	2,479,295	3,839,008	3,733,314	2,594,280
Capital Outlay		4,936,636	4,936,636	
Debt Service--Principal	10,316,917	2,996,202	2,996,202	3,229,025
Debt Service--Interest & Fiscal Charges	1,614,145	1,651,868	1,651,868	1,580,485
Non-Departmental				
<b>TOTAL EXPENDITURES</b>	14,410,357	13,423,714	13,318,020	7,403,790
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	-9,296,565	-2,397,451	-2,436,153	-1,952,741
<b>ENDING UNRESERVED FUND BALANCE</b>	17,811,861	19,399,403	19,038,324	21,600,513

## City of Branson

## 2012 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - Transportation Fund</b>	<b>2010 ACTUAL</b>	<b>2011 BUDGET</b>	<b>2011 PROJECTED</b>	<b>2012 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	828,527	1,762,856	1,762,856	1,621,567
<b>REVENUES:</b>				
Taxes & Franchise Fees	5,335,613	5,336,012	5,352,909	5,406,438
Licenses and Permits				
Court Receipts				
Lease and Rents				
Charges for Services				
Intergovernmental	0	0	0	0
Interest Income				
Bond Proceeds				
Misc. Revenue				
<b>TOTAL REVENUE</b>	5,335,613	5,336,012	5,352,909	5,406,438
<b>TOTAL AVAILABLE FUNDS</b>	6,164,140	7,098,868	7,115,765	7,028,005
<b>EXPENDITURES</b>				
Mayor & Board				
City Administration				
Administrative Services				
Legal				
Finance				
Human Resources				
Police				
Fire				
Public Works	2,214,027	3,144,959	3,133,198	3,607,261
Planning & Development				
Engineering				
Health				
Culture & Recreation				
Tourism				
Capital Outlay				
Debt Service--Principal				
Debt Service--Interest & Fiscal Charges				
Non-Departmental				
<b>TOTAL EXPENDITURES</b>	2,214,027	3,144,959	3,133,198	3,607,261
<b>Other Fin. Sources--Refunded Bonds</b>	0			0
<b>Transfers To/From Other Funds</b>	-2,187,257	-2,097,000	-2,361,000	-2,372,400
<b>ENDING UNRESERVED FUND BALANCE</b>	1,762,856	1,856,909	1,621,567	1,048,344

## City of Branson

## 2012 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - Debt Service Fund--Branson Meadows (160)</b>				
	<b>2010 ACTUAL</b>	<b>2011 BUDGET</b>	<b>2011 PROJECTED</b>	<b>2012 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	2,400,240	2,505,481	2,505,481	2,653,478
<b>REVENUES:</b>				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Lease and Rents				
Charges for Services				
Intergovernmental	158,111	110,000	140,000	141,400
Interest Income	144,715	145,000	145,000	146,450
Bond Proceeds				
Misc. Revenue				
<b>TOTAL REVENUE</b>	302,826	255,000	285,000	287,850
<b>TOTAL AVAILABLE FUNDS</b>	2,703,066	2,760,481	2,790,481	2,941,328
<b>EXPENDITURES</b>				
Mayor & Board				
City Administration				
Administrative Services				
Legal				
Finance				
Human Resources				
Police				
Fire				
Public Works				
Planning & Development				
Engineering				
Health				
Community Development				
Culture & Recreation				
Tourism				
Capital Outlay				
Debt Service--Principal	1,185,000	1,230,000	1,230,000	1,280,000
Debt Service--Interest & Fiscal Charges	2,162,894	2,115,344	2,115,293	2,063,834
Non-Departmental	0	0	0	0
<b>TOTAL EXPENDITURES</b>	3,347,894	3,345,344	3,345,293	3,343,834
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	3,150,309	2,596,154	3,208,290	2,421,136
<b>ENDING UNRESERVED FUND BALANCE</b>	2,505,481	2,011,291	2,653,478	2,018,630

## City of Branson

## 2012 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - Debt Service Fund--Brns Lndng (165/171)</b>				
	<b>2010 ACTUAL</b>	<b>2011 BUDGET</b>	<b>2011 PROJECTED</b>	<b>2012 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	16,537,115	16,388,470	16,388,470	16,993,119
<b>REVENUES:</b>				
Taxes & Franchise Fees	1,714,325	2,975,054	3,052,521	3,064,404
Licenses and Permits				
Court Receipts				
Lease and Rents	462,017	442,000	453,938	442,000
Charges for Services				
Intergovernmental	4,553,109	3,306,552	3,885,639	3,924,495
Interest Income	368,991	368,791	241,724	250,200
Bond Proceeds				
Misc. Revenue				
<b>TOTAL REVENUE</b>	7,098,441	7,092,397	7,633,822	7,681,099
<b>TOTAL AVAILABLE FUNDS</b>	23,635,556	23,480,867	24,022,292	24,674,218
<b>EXPENDITURES</b>				
Mayor & Board				
City Administration				
Administrative Services				
Legal				
Finance	4,434	2,000	3,000	3,000
Human Resources				
Police				
Fire				
Public Works				
Planning & Development				
Engineering				
Health				
Culture & Recreation				
Tourism				
Capital Outlay				
Debt Service--Principal	2,570,000	2,240,000	2,240,000	2,240,000
Debt Service--Interest & Fiscal Charges	7,000,639	6,897,419	6,897,419	6,801,578
Non-Departmental				
<b>TOTAL EXPENDITURES</b>	9,575,073	9,139,419	9,140,419	9,044,578
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	2,327,987	1,474,246	2,111,246	2,929,000
<b>ENDING UNRESERVED FUND BALANCE</b>	16,388,470	15,815,694	16,993,119	18,558,640



## City of Branson

## 2012 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - Debt Service Fund--Branson Hills (170)</b>	<b>2010 ACTUAL</b>	<b>2011 BUDGET</b>	<b>2011 PROJECTED</b>	<b>2012 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	8,505,097	8,963,214	8,963,214	9,969,249
<b>REVENUES:</b>				
Taxes & Franchise Fees	695,045	700,000	736,080	735,000
Licenses and Permits				
Court Receipts				
Lease and Rents				
Charges for Services				
Intergovernmental	2,736,628	2,216,361	3,125,000	3,156,250
Interest Income	1,060	1,150	700	1,150
Bond Proceeds				
Misc. Revenue				
<b>TOTAL REVENUE</b>	3,432,733	2,917,511	3,861,780	3,892,400
<b>TOTAL AVAILABLE FUNDS</b>	11,937,830	11,880,725	12,824,994	13,861,649
<b>EXPENDITURES</b>				
Mayor & Board				
City Administration				
Administrative Services				
Legal				
Finance	0	90,000	95,200	96,152
Human Resources				
Police				
Fire				
Public Works				
Planning & Development				
Engineering				
Health				
Culture & Recreation				
Tourism				
Capital Outlay				
Debt Service--Principal	735,000	840,000	840,000	975,000
Debt Service--Interest & Fiscal Charges	3,413,066	3,276,798	3,276,798	3,224,661
Non-Departmental				
<b>TOTAL EXPENDITURES</b>	4,148,066	4,206,798	4,211,998	4,295,813
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	1,173,450	980,000	1,356,253	1,369,816
<b>ENDING UNRESERVED FUND BALANCE</b>	8,963,214	8,653,927	9,969,249	10,935,652

## City of Branson

## 2012 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - Capital Projects Fund--140</b>	<b>2010 ACTUAL</b>	<b>2011 BUDGET</b>	<b>2011 PROJECTED</b>	<b>2012 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	4,612,184	3,866,287	3,866,287	3,540,587
<b>REVENUES:</b>				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Lease and Rents				
Charges for Services				
Intergovernmental				
Interest Income				
Bond Proceeds				
Misc. Revenue				
<b>TOTAL REVENUE</b>	0	0	0	0
<b>TOTAL AVAILABLE FUNDS</b>	4,612,184	3,866,287	3,866,287	3,540,587
<b>EXPENDITURES</b>				
Mayor & Board				
City Administration				
Administrative Services				
Legal				
Finance				
Human Resources				
Police				
Fire				
Public Works				
Planning & Development				
Engineering				
Health				
Culture & Recreation				
Tourism				
Capital Outlay	745,897	1,250,000	325,700	3,025,500
Debt Service--Principal				
Debt Service--Interest & Fiscal Charges				0
Non-Departmental				
<b>TOTAL EXPENDITURES</b>	745,897	1,250,000	325,700	3,025,500
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	0	0	0	0
<b>ENDING UNRESERVED FUND BALANCE</b>	3,866,287	2,616,287	3,540,587	515,087

## City of Branson

## 2012 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - Perpetual Care Fund</b>	<b>2010 ACTUAL</b>	<b>2011 BUDGET</b>	<b>2011 PROJECTED</b>	<b>2012 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	4,210	4,310	4,310	4,310
<b>REVENUES:</b>				
Taxes & Franchise Fees				
Licenses and Permits				
Court Receipts				
Lease and Rents				
Charges for Services	100	250	0	0
Intergovernmental				
Interest Income				
Bond Proceeds				
Misc. Revenue				
<b>TOTAL REVENUE</b>	100	250	0	0
<b>TOTAL AVAILABLE FUNDS</b>	4,310	4,560	4,310	4,310
<b>EXPENDITURES</b>				
Mayor & Board				
City Administration				
Administrative Services				
Legal				
Finance				
Human Resources				
Police				
Fire				
Public Works				
Planning & Development				
Engineering				
Health				
Culture & Recreation				
Tourism				
Capital Outlay				
Debt Service--Principal				
Debt Service--Interest & Fiscal Charges				
Non-Departmental				
<b>TOTAL EXPENDITURES</b>	0	0	0	0
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	0	0	0	0
<b>ENDING UNRESERVED FUND BALANCE</b>	4,310	4,560	4,310	4,310

## City of Branson

## 2012 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - Recreation Fund</b>	<b>2010 ACTUAL</b>	<b>2011 BUDGET</b>	<b>2011 PROJECTED</b>	<b>2012 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	421,427	595,559	595,559	402,263
<b>REVENUES:</b>				
Cigarette Tax	82,506	90,000	81,364	81,000
Intergovernmental--Grants	17,454	0	64,000	0
Campground	543,517	625,000	411,291	579,200
Miscellaneous	90,971	0	0	0
Rents & Leases	141,312	143,852	139,127	131,852
Contributions	47,500	45,000	62,050	55,000
Pool Admissions	134,563	120,000	151,241	140,750
Swim Team	8,308	8,600	9,065	19,700
Ball Programs	111,636	101,500	113,044	111,100
Golf	57,913	65,000	42,000	65,000
Tennis Revenue	1,963	3,000	3,160	3,000
Recreation Center/Tournaments	116,229	104,450	109,698	106,500
Concessions	171,520	150,000	172,000	170,000
Day Camp	56,015	52,000	62,008	57,000
Community Center	20,988	20,000	22,000	22,000
<b>TOTAL REVENUE</b>	1,602,394	1,528,402	1,442,048	1,542,102
<b>TOTAL AVAILABLE FUNDS</b>	2,023,821	2,123,961	2,037,607	1,944,365
<b>EXPENDITURES</b>				
Parks & Recreation Administration	248,543	309,473	313,957	316,731
Recreation Center/Tournaments	724,360	818,334	718,817	772,743
Day Camp	46,180	54,512	47,003	55,314
Ball Program	164,000	196,236	180,216	193,170
Campground	283,170	251,324	311,512	351,556
Park Program/Parks	280,819	321,554	348,521	316,457
Community Center	51,553	66,049	64,065	65,505
Swimming Pool	112,513	112,141	129,876	126,843
Golf Course	94,266	78,494	80,698	77,445
Swim Team	14,718	16,440	15,318	23,815
<b>TOTAL EXPENDITURES</b>	2,020,121	2,224,557	2,209,983	2,299,579
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	591,859	574,639	574,639	800,930
<b>ENDING UNRESERVED FUND BALANCE</b>	595,559	474,043	402,263	445,716

## City of Branson

## 2012 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - All Governmental Funds</b>	<b>2010 ACTUAL</b>	<b>2011 BUDGET</b>	<b>2011 PROJECTED</b>	<b>2012 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	59,316,331	58,004,763	56,236,527	55,368,984
<b>REVENUES:</b>				
Taxes & Franchise Fees	32,589,223	34,170,588	33,684,027	33,955,752
Licenses and Permits	594,662	581,850	602,098	591,300
Court Receipts	721,396	725,000	470,000	470,000
Lease and Rents	1,761,541	1,721,000	1,753,751	1,744,061
Charges for Services	5,180,934	5,614,276	5,677,262	6,113,635
Intergovernmental	7,542,635	5,683,838	7,194,139	7,231,945
Interest Income	1,275,936	1,300,017	1,138,224	1,154,730
Bond Proceeds	15,436,623	4,956,636	4,956,636	0
Misc. Revenue	149,260	108,500	103,926	101,000
Park Revenue	1,602,394	1,528,402	1,442,048	1,542,102
<b>TOTAL REVENUE</b>	66,854,604	56,390,107	57,022,111	52,904,525
<b>TOTAL AVAILABLE FUNDS</b>	126,170,935	114,394,870	113,258,638	108,273,509
<b>EXPENDITURES</b>				
Mayor & Board	61,836	86,385	66,489	97,520
City Administration	434,818	476,024	470,561	484,238
City Clerk	259,482	334,063	317,443	344,829
Municipal Court	296,945	343,897	325,468	332,437
Public Information	102,738	111,783	107,289	0
IT	385,453	415,593	381,954	436,917
Legal	953,104	760,791	737,217	670,290
Finance	672,906	843,973	786,085	793,260
Human Resources	263,487	307,423	318,850	327,145
Police	3,469,774	3,826,841	3,922,349	3,909,295
Fire	2,510,622	2,929,502	2,840,445	2,958,643
Public Works	3,128,528	4,172,808	4,176,146	4,256,713
Planning & Development	842,542	896,138	858,645	867,571
Engineering	614,198	526,200	476,185	512,296
Health	0	0	0	0
Community Development	0	0	0	0
Culture & Recreation	2,020,121	2,224,557	2,209,983	2,299,579
Convention Center	5,385,970	5,700,901	5,683,837	6,042,323
Tourism	2,479,295	3,839,008	3,929,067	2,398,527
Capital Outlay	6,519,213	6,186,636	5,262,336	3,025,500
Debt Service--Principal	14,806,917	7,306,202	9,398,109	7,724,025
Debt Service--Interest & Fiscal Charges	14,190,744	13,941,429	13,941,378	13,670,558
Non-Departmental	2,474,495	1,813,144	1,979,819	2,193,823
<b>TOTAL EXPENDITURES</b>	61,873,189	57,043,298	58,189,655	53,345,489
<b>Other Fin. Sources--Refunded Bonds</b>	0		0	0
<b>Transfers To/From Other Funds</b>	-8,061,218	-1,304,300	300,000	-1,874
<b>ENDING UNRESERVED FUND BALANCE</b>	56,236,527	56,047,272	55,368,984	54,926,146

## City of Branson

## 2012 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - Water &amp; Sewer Fund</b>	<b>2010 ACTUAL</b>	<b>2011 BUDGET</b>	<b>2011 PROJECTED</b>	<b>2012 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	77,163,255	79,270,955	85,034,965	81,420,904
<b>REVENUES:</b>				
Operation Revenues:				
Charges for Services:				
Water	2,625,831	3,103,113	3,020,250	3,110,858
Sewer	3,327,220	3,895,704	3,779,915	3,817,715
Rental Income				
Miscellaneous	25,445	20,300	51,951	52,470
Bond Proceeds				
Nonoperating Revenues (Expenditures)				
Sewer Capacity Fees	95,147	0	0	0
Interest Income	31,030	40,000	40,413	40,817
Donated Funds	3,996,655	0	0	0
Intergovernmental	3,750	0	106,500	0
Gain on Disposal of Capital Assets	-11,000	0	0	0
Interest Expense	-39,290	-64,000	-40,000	-40,000
Income (loss) before transfers				
<b>TOTAL REVENUE</b>	10,054,788	6,995,117	6,959,029	6,981,860
<b>TOTAL AVAILABLE FUNDS</b>	87,218,043	86,266,072	91,993,994	88,402,764
<b>EXPENDITURES</b>				
Operation Expenditures:				
Personal Services	2,509,383	2,848,920	2,833,662	2,935,167
Contractual Services	1,481,391	2,163,070	1,948,380	2,234,935
Commodities	679,637	798,199	729,544	839,445
Capital		9,206	0	0
Debt Service			0	0
Depreciation	3,520,297	3,412,000	3,711,504	3,724,000
Operating Income (loss)				
<b>TOTAL EXPENDITURES</b>	8,190,708	9,231,395	9,223,090	9,733,547
<b>Other Fin. Sources--Refunded Bonds</b>			0	0
<b>Transfers To/From Other Funds</b>	6,007,630	-1,350,000	-1,350,000	-1,500,000
<b>ENDING UNRESERVED FUND BALANCE</b>	85,034,965	75,684,677	81,420,904	77,169,217
Invested in Capital net of Related Debt	81,272,156		77,681,993	81,865,223
Restricted for Debt Service	231,430		105,088	95,000
Cash Available	3,531,379		3,633,822	3,106,135

## City of Branson

## 2012 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - Capital Projects-W/S (145 Fund)</b>	<b>2010 ACTUAL</b>	<b>2011 BUDGET</b>	<b>2011 PROJECTED</b>	<b>2012 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	2,391,725	2,881,956	2,891,261	2,716,238
<b>REVENUES:</b>				
Operation Revenues:				
Charges for Services:				
Water				
Sewer				
Rental Income				
Miscellaneous				
Bond Proceeds				
Nonoperating Revenues (Expenditures)				
Sewer Capacity Fees	0	125,000	79,256	80,049
Interest Income				
Intergovernmental	0	478,000	47,150	345,000
Gain on Disposal of Capital Assets				
Interest Expense				
Income (loss) before transfers				
<b>TOTAL REVENUE</b>	0	603,000	126,406	425,049
<b>TOTAL AVAILABLE FUNDS</b>	2,391,725	3,484,956	3,017,667	3,141,287
<b>EXPENDITURES</b>				
Operation Expenditures:				
Personal Services				
Contractual Services		0	0	0
Commodities				
Capital	16,150	1,146,000	301,429	1,519,000
Debt Service				
Depreciation				
Operating Income (loss)				
<b>TOTAL EXPENDITURES</b>	16,150	1,146,000	301,429	1,519,000
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	515,686	0	0	0
<b>ENDING UNRESERVED FUND BALANCE</b>	2,891,261	2,338,956	2,716,238	1,622,287
Invested in Capital net of Related Debt	658,317		700,000	700,000
Restricted for Debt Service	1,448,660		0	0
Cash Available	784,284		2,016,238	922,287

## City of Branson

## 2012 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - Small Capital Projects-W/S (146 Fund)</b>	<b>2010 ACTUAL</b>	<b>2011 BUDGET</b>	<b>2011 PROJECTED</b>	<b>2012 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	0	0	0	641,900
<b>REVENUES:</b>				
Operation Revenues:				
Charges for Services:				
Water				
Sewer				
Rental Income				
Miscellaneous				
Bond Proceeds				
Nonoperating Revenues (Expenditures)				
Sewer Capacity Fees				
Interest Income				
Intergovernmental				
Gain on Disposal of Capital Assets				
Interest Expense				
Income (loss) before transfers				
<b>TOTAL REVENUE</b>	0	0	0	0
<b>TOTAL AVAILABLE FUNDS</b>	0	0	0	641,900
<b>EXPENDITURES</b>				
Operation Expenditures:				
Personal Services				
Contractual Services		0	0	0
Commodities				
Capital	0	1,350,000	708,100	2,141,900
Debt Service				
Depreciation				
Operating Income (loss)				
<b>TOTAL EXPENDITURES</b>	0	1,350,000	708,100	2,141,900
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	0	1,350,000	1,350,000	1,500,000
<b>ENDING UNRESERVED FUND BALANCE</b>	0	0	641,900	0



## City of Branson

## 2012 Annual Budget

<b>Combined Statement of Budgeted Revenues and Expenditures - Proprietary Funds</b>	<b>2010 ACTUAL</b>	<b>2011 BUDGET</b>	<b>2011 PROJECTED</b>	<b>2012 BUDGET</b>
<b>BEGINNING FUND BALANCE</b>	81,919,462	86,214,121	91,987,435	86,209,752
<b>REVENUES:</b>				
Operation Revenues:				
Charges for Services:				
Water	2,625,831	3,103,113	3,020,250	3,110,858
Sewer	3,327,220	3,895,704	3,779,915	3,817,715
Rental Income	297,955	0	0	0
Miscellaneous	276,884	20,300	51,951	52,470
Bond Proceeds				
Nonoperating Revenues (Expenditures)				
Sewer Capacity Fees	95,147	125,000	79,256	80,049
Interest Income	31,030	40,000	40,413	40,817
Intergovernmental	3,750	478,000	153,650	345,000
Donated Funds	3,996,655	0	0	0
Gain on Disposal of Capital Assets	93,256	0	0	0
Interest Expense	-39,290	-64,000	-40,000	-40,000
Income (loss) before transfers				
<b>TOTAL REVENUE</b>	10,708,438	7,598,117	7,085,435	7,406,909
<b>TOTAL AVAILABLE FUNDS</b>	92,627,900	93,812,238	99,072,870	93,616,661
<b>EXPENDITURES</b>				
Operation Expenditures:				
Personal Services	2,509,383	2,848,920	2,833,662	2,935,167
Contractual Services	1,481,391	2,163,070	1,948,380	2,234,935
Commodities	713,905	798,199	729,544	839,445
Capital	5,789,466	5,192,673	3,696,997	3,660,900
Debt Service	0	0	0	0
Depreciation	3,980,858	3,912,000	4,208,535	3,724,000
Operating Income (loss)				
<b>TOTAL EXPENDITURES</b>	14,475,003	14,914,862	13,417,118	13,394,447
<b>Other Fin. Sources--Refunded Bonds</b>	0	0	0	0
<b>Transfers To/From Other Funds</b>	13,834,539	554,000	554,000	0
<b>ENDING UNRESERVED FUND BALANCE</b>	91,987,436	79,451,376	86,209,752	80,222,214

